

FAMILY CAREERS RELOADED: LESSONS FOR THE 21ST CENTURY
WORKFORCE

A Dissertation

by

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ABSTRACT

In the United States, family businesses are at the heart of entrepreneurship, accounting for approximately 59% of the country's gross domestic product (GDP) and employing 58% of the workforce. Given their overwhelming significance in the economy, few studies have captured the levels of familial influence on the career decisions of those involved in the family business. The dynamic of the familial influence on career decisions and the development of individuals had been researched for 58 years; however, research from a HRD perspective had not been considered, especially with the move towards seeking career development interventions geared toward accomplishing life goals, having purposeful careers, and family development. Therefore, the purpose of this study was to understand the nature of family career legacies from the personal experiences of family members who sought positions in the family's business.

This study uses a narrative analysis guided by the conceptual framework of career construction theory with a generative lens and the legacy model (an emerging competency model) to understand the career stories of 15 participants from six racially diverse families involved in their family career legacy. Purposeful sampling, semi-structured interviews, and career genograms were used to explore how family career legacies were created, experienced, and maintained, and how the familial influence affected feelings, thoughts, and outlooks toward career decisions.

The findings from this study suggested access to role models, a sense of belonging and community, and a desire to continue the family legacy were instrumental in the career decision making of family members. This resulted in a standard process, explained by the legacy model, where major life turning points, thoughts of immortality, and aspirations to provide for future generations initiated a need to become involved in the family business. An individual's vicarious experience of careers from the perspective of their role models, the development of their career identity, and eagerness to make a greater impact in the community were reasons for involvement in the family business.

Results from this study provide knowledge on the development of individuals through the utilization of postmodern career development theory in the setting of family dynamics. The study further implicates an understanding of the factors affecting the career decision making process for the enhancement of the 21st century workforce.

DEDICATION

To “My Village” upon whose shoulders I stand. From early childhood to now, you have believed and had confidence in my intellectual abilities and talents. You have given me hope and direction through your nurturing, support, guidance, wisdom, and presence.

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In all thy ways acknowledge Him, and he will direct thy path. Proverbs 3:6

In August 2011, I set forth on a journey that unbeknownst to me I would find my purpose in life, to help others with finding their purpose through their career. I have learned so much thanks to my professors in the department, who are some of the best teachers and facilitators of learning that I have ever experienced. Additionally, the amount of resources that Texas A&M University provides to its students is unmatched. The university in its entirety has played a significant role in my overall development, and I am grateful for the opportunity to become an Aggie.

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CHAPTER I

INTRODUCTION

“The home is the ultimate career. All other careers exist for one purpose, and that is to support the ultimate career.” C.S. Lewis

Careers serve as personal windows into whom a person is and aspires to become; essentially, they are a way of life. Often used as descriptors, knowing what someone does for a living provides a background of their societal role. “What do you want to be when you grow up?” is a common expression of this role that begins the nurturing process in early childhood. This question, asked of many children, is normally answered based on aspirations either seen or told to them. Astronaut, doctor, lawyer, veterinarian, police officer, teacher, and football player, are typical answers confirmed to children by their teachers and their parents. The perception of available career opportunities is constructed and nurtured by the family unit from childhood through early adulthood (Hall, 2002). The concept of a family constructed career, referred to as a family career legacy, is the basis of this dissertation. For this study, family career legacy is defined as a conglomeration of associated career experiences, reputations, and behaviors that are shared and passed on to and through generations that construct and maintain a collective career identity.

This chapter is an introduction to a narrative research study on the concept of family career legacies and its implications for the 21st century workforce. The study begins with the background of the research problem: citing details about this topic, current literature, and statistics and addressing the known and unknown about this

subject. Then it follows with a summary of the gaps in literature and the impact of the research problem as a precursor to a full explanation of the purpose of the study and research questions. This chapter concludes with the significance of the study to the field of Human Resource Development (HRD), conceptual framework for the basis of the study, and a definition of terms that will be used throughout the dissertation.

Research Problem Background

Family Business and Intergenerational Career Background

In the United States, family businesses are at the heart of entrepreneurship. According to Solomon et al. (2011), approximately 10.8 million family businesses account for 59% of the country's gross domestic product (GDP), which equates to \$5.5 trillion and the employment of 77 million people (58% of the workforce). Within the family business statistics, the authors stated the family business succession to the control of future generations is only about 30% to the second generation and 10% to the third generation. Many factors contribute to the decline in succession of management of family businesses; however, the concern of this paper is the influence that leads to the decision of involvement with the family business and the selection of similar career paths of family members of non-family businesses, also referred to as intergenerational careers.

Galagan (1985) stated a person's attraction to a family business/intergenerational career is the result of financial and/or psychological dependency. The continuation of a family business/intergenerational career in the third and fourth generations is often based on one's desire to belong, the influence of the family, and their social identity, which is

linked to their family and the prestige associated with the family name, business, and/or career (Galagan, 1985).

Historically speaking, in the development of a nation, families typically followed in the same career path of their family members because as towns expanded into larger cities, people tried to stay near family (Chope, 2006). However, as time progressed and resources dispersed, individuals left their hometowns for better career opportunities. In this departure, people became less happy and began to rely on the lessons taught by their family for career survival (Chope, 2006). In turn, this allowed learning about the family characteristics and discovering what could be learned from family histories, successes, and failures important to career decision making (Chope, 2006). As such, family expectations put pressure to positively affect how people decided what they should do with their lives (Chope, 2006).

Research suggests the family and the aspects of the familial environment affects the career aspirations of individuals from birth to early adulthood, with the influence forming and shaping how an individual views and approaches the phenomenon of career (Hall, 2002; Bratcher, 1982; Chope, 2006). Gottfredson (2002) stated in her theory of circumscription, compromise, and self-creation that as a person matures, they begin to compromise their career aspirations due to the social inequalities they perceive for themselves based on how they view their parents and the elements of their upbringing. As such, Chope (2006) declared the process of career selection is normally not a smooth process but one that includes many experiences with trial and error; thus, during this time, individuals rely on the comfort and guidance of family in the career management

process. Because family is the primary entity which offers support in career decisions, it solidifies its significant role in career selection.

Familial Influence Background

The dynamic of the familial influence on career decisions had been researched for 58 years. It had begun with the initial idea of Roe (1956) whose research found familial influence on career development started in childhood and contributed to career decisions made on the premise of wanting to belong in the family career legacy (Bratcher, 1982). Since then, two major bodies of work have summarized the significant findings of what is known about this topic.

Schulenberg, Vondracek, and Crouter's (1984) review of the existing literature through the early 1980's determined socioeconomic status (SES) and race played significant roles in the familial influence on available careers. The authors stated the aspirations were curved based on the expressive nature of the constructed familial environment, which was representative of the time the study was conducted. They also attributed a multitude of related factors to the familial influence. Overall, they concluded the familial influence on career development had not been studied outside of Roe's work in 1956.

Whiston and Keller (2004) built from the same framework as Schulenberg et al. (1984). The authors provided a review of literature from the counseling psychologist perspective, which shed light on the lack of attention on the various literature gaps. Their research caused a resurgence of this topic and its ability to provide understanding

of the role family has in the career decisions of individuals. Despite the research done with these two classic works, gaps still exist, in part, due to the scarcity of research on career selection by those who decide to follow in their parents' footsteps.

Chope (2006) declared a lot of research has been done on the familial influence; however, it is "scattered [but] readily available but with an uneven usefulness" (p. 24). Few studies indicate how the influence persists once individuals reach an age where they can actually pursue careers and how the familial influence has affected their present careers or attempts at certain careers (Brown, 2004; Caldera, Robitschek, Frame, & Pannell, 2003; Kniveton, 2004). Also there is a paucity of research on the existence of internal and external factors of familial influence from the perspective of marginalized groups (Brown, 2004; Pearson & Bieschke, 2001; Whiston & Keller, 2004). Lastly, of the various studies conducted, there has not been a significant number done using the narrative approach (Chope, 2006).

Though research on this topic has been sporadic for more than three decades, few authors chose to build from the suggested future research implications presented by authors in the 1980's and 1990's. With continued contributions, each author stated the inconsistency in the research as a major issue. The authors of the 1980's presented strong studies and offered substantial knowledge; however, supporting literature tapered off in the 1990's until the topic was resurrected with Whiston and Keller's (2004) literature review of 77 studies from the vocational psychology and counseling areas. However, the articles birthed from the resurrected research focused on a limited amount of theories, whereby the existing gaps were not addressed.

Utilization of Theoretical Framework

The majority of authors in this subject used the family systems theory, self-efficacy theory, systems theory, and Bowen's theory to guide their studies (Alderfer, 2004; Alliman-Brissett, Turner, & Skovholt, 2004; Bratcher, 1982; Hall, 2003).

Looking at this subject from a HRD perspective will provide variance in how the research is framed. Lopez and Andrews (1987) stated a lack of theory and research on this topic as a problem; ironically, 27 years later this is still an issue. Using other theories, especially business oriented and career development theories are other suggestions for future research.

For explanatory purposes, below is a brief synopsis of popular theories used in the research of familial influence and the purpose of the usage.

- Family systems theory: Many authors have utilized the family systems perspective to explain or as a framework for their research on the familial influence on career decisions (Bratcher, 1982; Hall, 2003). Chope (2006) recognized the use of this theory helped to identify how the family operated as a system in assisting individuals through advice, support, and values to make career decisions.
- Career self-efficacy theory: The use of the self-efficacy theory was related to understanding the belief of success and interests of a person's choice of career goals and the attainment of those goals. This theory focused on how parents feel about their children and how children feel about themselves, parents, teachers,

communities, and role models in career decision making. These people in their individual ways contributed to how a person performed and increased their self-efficacy, leading to career selection and other career development decisions.

- Krumboltz's learning theories: Krumboltz's social learning theory identified influences for career decision making; however, it did not specifically recognize the familial influence. The theory addressed familial influence as one of the environmental conditions and reviewed the actions and the learning experiences which led to career choices (Niles & Harris-Bowlsbey, 2009). His other theory, Krumboltz's (1994) learning theory of career counseling (LTCC) provided an understanding of the influences that affected a person's career choice, which prompted this research interest in how people come to make certain career-related decisions. One of the results of Krumboltz (1996) career development interventions is his suggestion of narrative analysis as a contributing solution (Niles & Harris-Bowlsbey, 2009).

Problem Statement

Since 1980 many scholars have tried to understand the dynamics of the influence family has had upon career decisions and the development of individuals (Whiston & Keller, 2004). From a counseling and psychology perspective, researchers have utilized findings to better prepare vocational counselors and practitioners to counsel adolescents and adults on occupational decisions and career development (Bluestein, 2004; Bratcher, 1982; Caldera et al., 2003; Chope, 2005; Hairston, 2000; Kniveton, 2004; Lopez & Andrews, 1987; Porfeli, Ferrari, & Nota, 2013; Splete, 1985; Whiston & Keller, 2004).

Their studies extended the understanding of other factors of the familial influence and the roles they played, such as: SES, gender-roles, emotional support, and ethnicity (Bratcher, 1982; Brown, 2004; Caldera et al., 2003; Metheny & McWhirter, 2013; Pearson & Bieschke, 2001; Splete, 1985; Whiston & Keller, 2004). However, research from a HRD perspective had not been considered, especially with the move towards seeking career development interventions that assist in accomplishing life goals and promoting family development (Feller & Whichard, 2005).

Despite the years of research in this area, little and inconsistent research had been done to understand familial influence, how and why family career legacies were generated and how the creation of positive family career legacies can build a more focused workforce and community in the 21st century. Additionally, the research in the area of the familial influence and how this contributes to a person's career identity (a conglomeration of meanings that contribute to a person aligning their interests, skills, and motivation to certain career roles) had mainly focused on White Americans and had primarily used quantitative methods. How a person approaches their career is based on family relationships, family environment, SES, and education; thus, more attention needs to be focused on understanding this concept to create career interventions for the 21st century (Chope, 2005). The two major literature reviews (Schulenberg et al., 1984; Whiston & Keller, 2004) revealed social and family contexts and the family process as major factors. However, neither discussed the culture and both exemplified positivism and not constructivism; thus, ignoring the power of the influence and the development of identity (Chope, 2005).

The aforementioned research had proven the familial influence on career decisions as a strong force that can inspire, discourage, or persuade the career development efforts of the individual. Hall (2003) stated the “family structure determines how family members interact and explains how they create co-constructed beliefs that determine academic and career decisions, formulated within a highly charged emotional learning environment” (p. 33). The models parents set forth for their children and the family’s legacy, whether positive or negative, impacted how individuals selected their career path and functioned and progressed in the workforce. If the “choices people make about their careers, surely influence family dynamics” (Chope, 2006, p. 113), then research on family career legacies is essential to understanding this phenomenon.

Purpose of the Study

From a counseling and psychology perspective, researchers have utilized research findings to better prepare vocational counselors and practitioners to counsel adolescents and adults on occupational decisions and career development. However, research from a HRD perspective has not been considered, especially with the move towards seeking career development interventions geared toward accomplishing life goals, having purposeful careers, and family development (Feller & Whichard, 2005).

Considering the strength of the familial influence on career decisions, the strongest influence on career decisions would be those where individuals have entered into intergenerational careers or became involved in the family business. There are few studies that advance the research on the familial influence to understand how these career decisions are made to follow in the same footsteps. Studying individuals who

have followed the same career path can provide an in-depth understanding of the unique experiences individuals undergo to make this career decision. The purpose of this narrative study was to understand the nature of family career legacies from the personal experiences of family members who sought intergenerational careers or positions in the family's business.

Research Questions

The research questions that guided this study are: 1. How are family career legacies created, experienced, and maintained? 2. How does an individual's familial influence affect the feelings, thoughts, and outlook toward their career decisions?

The above questions guided the research to discover the experiences, through participants' career stories, that caused them to choose an intergenerational career or become involved in their family's business. The questions recognized differences in how each family member arrived at their career decision to pursue the family career legacy; therefore, it was necessary to understand the personal experiences of each participant and look for commonalities among all participants of different family units. The questions also considered the effect of familial influences on an individual's experiences; therefore, this demonstrated the need to understand the factors that made up the familial influence for a person, the stories that contained emotions derived from lived experiences, turning points in the stories affecting thoughts, motivations, and actions, and views on family interconnectivity.

Therefore, the research questions reflected a need for a qualitative study which embraced the subjectivity of each person's journey to their family's career legacy and allowed for a wealth of information that would not be expected and/or could not be captured by a generalized statistical measurement. A narrative analysis through a qualitative methodology invited the researcher into the participant's life for a deeper understanding of the construction of their career story and the physiological and emotional setting of when the story took place. Additionally, through narratives, the participant was able to relive their experiences through reflection, which provided thick and rich descriptions of factors that contributed to their story. This allowed the researcher to become intimate with the experience and be able to probe, feel, and assess what was being said through body language, gestures, and voice inflections. Through narrative, the individual career stories were captured and retold in a holistic format that encompassed the story with consideration of social influences. A quantitative approach would generalize the participant responses and predict an outcome which would ignore the individual lived-experiences contributing to career selection and participation in the family career legacy.

Significance to the Field

Research on family career legacies is significant to the field of HRD in its potential to provide viable career development interventions to improve the lives of individuals as clients and employees. Career development interventions have embarked on their own evolution from being an exclusive organizational benefit, to being a widely used concept by organizations and individuals focused on providing assistance for the

accomplishment of personal career goals (Altman & Baruch, 2012). Understanding how family career legacies are created and maintained provide insight into the structure and environments which inspire and nurture careers. Additionally, this study provides understanding of the factors affecting the career decision making process, which lends to the enhancement of the 21st century workforce. Hall (2002) stated “the manager who can understand career interests and career dynamics will be more effective in managing people” (p. 14). The comprehension of employee career dynamics allows better change management through the development of the employee (Hall, 2002).

HRD is defined as a holistic process that involves theories and practices to better individuals, groups, organizations, and nations for the betterment of humankind. Being that family is considered the nucleus of society (Dippel, 2002), exploring the family dynamic in terms of its development of individuals, is significant to the field of HRD. This study builds from the core belief that human expertise is developed through HRD processes (Swanson, 2001); specifically career development, which is a HRD mainstay that has been neglected in practice and literature (Egan, Upton, & Lynham, 2006; McDonald & Hite, 2005). Therefore, the focus on the familial influence on career decisions, through the scope of family career legacy, assists HRD practitioners in the career development of individuals in the execution of career interventions and adds to the body of literature to advance the area of career development.

From a practical standpoint, this study offers interdisciplinary implications. The understanding of the what, how, and why of family career legacies provide implications for family development and counseling, organizational development and management,

and career development and counseling. Overall, it helps HRD professionals in the creation of career development interventions geared toward accomplishing life goals, seeking purposeful careers, and enhancing family development. This study has the potential to enhance practice by: 1) providing a framework to help professionals identify the skillsets and support networks to prepare individuals for purposeful careers, 2) helping practitioners assess client/employee career identity to determine organizational fit and greater employee contribution, 3) assisting HR professionals to understand their role in helping employees realize their full potential to maintain the organization's legacy and growth (i.e. creation of a career development program), 4) providing insight for family development counselors to help marginalized families in their development, and 5) supporting career development counselors in the understanding of client career stories through attention on familial environment and values to select postmodern career development interventions.

Research in this area for HRD has been extremely limited; however, researchers from the counseling and psychology fields have utilized findings to better prepare vocational counselors and practitioners to counsel adolescents and adults on occupational decisions and career development. Despite the years of research in this area, little and inconsistent research had been done to understand the significance of familial influence on an individual's career decisions and career development opportunities and how it can create a more focused workforce in the 21st century.

This study adds to the body of HRD literature, specifically in the area of career development, by providing knowledge on the development of employees/individuals

through the utilization of postmodern career development theory in the setting of family dynamics, which is often neglected in HRD literature. This research also introduces an emerging model from the study to be tested in future career development research. Additionally, this study connects career counseling and psychology fields to HRD to determine how individuals can be developed to enhance organizational performance and how counselors can better prepare clients for vocational opportunities. Lastly, it furthers the concept of the career construction theory and addresses the gap of knowledge on the familial influence on career decisions for marginalized groups, the influence on career decisions of adults, and qualitative research in this area.

Conceptual Framework

Career Construction Theory

Career construction theory (CCT) is the primary theoretical framework guiding this study. Developed by Savickas (2005) as a postmodern career development theory, CCT builds on the notion people apply their meanings of vocational behavior and their occupational experiences to construct their individual careers. CCT falls under the constructivist perspective, which assumes learning and meaning is constructed by how one processes their learned and social experiences (Merriam, Caffarella, & Baumgartner, 2007). The theory seeks to understand an individual's view of their experiences through their narratives. CCT incorporates Holland's vocational personality concept, Super's self-concept and life-span, and the influence of psychology theories to contextualize an individual's constructed career through personal narratives of their past work experience to determine reasons for future aspirations and their social identity (Del

Corso & Rehfuss, 2011). It looks at how individuals, through their biographical stories, determine what they have done, how they have adapted, and why they have chosen a particular life theme to construct their career and work roles (Del Corso & Rehfuss, 2011).

This theory was selected to frame how participants, through biographical narratives of their career experiences, made the decision to work in a family business or followed in the same career path of their family members. Their narratives provided an understanding of how meaning was made of their experiences to become involved in the family career legacy. Savickas et al. (2009) stated CCT “provides a biographical bridge with which to cross from one job to the next job” (p. 246); thus, indicating a journey of career selection.

Generative Lens

Along with CCT, a generative lens was used to focus the research on careers as a legacy created and maintained by a family and not one owned solely by the individual. Generativity is a psychological construct involving life turning points, immortality, role modeling, and provision for the next generation. It assumes through the maintenance of social structures, individuals nurture those around them to impose their memories, experiences, and accomplishments on future generations (Peterson, 1998; Wakefield, 1998); specifically, generativity is an instinct to provide for future generations (Wakefield, 1998). This construct embraces the phenomenon of family career legacy because it involves the continuation and preservation of career concepts to future generations of family members (McAdams, Hart, & Maruna, 1998). Therefore, a

generative lens provides a distinct perspective of CCT, which centers on how a person's narrative addresses how and why they construct careers with the benefit of their family in mind. (Del Corso & Rehfuss, 2011; McAdams et al., 1998).

The full expression of generativity integrates inner desire, cultural demand, concern for the next generation, belief in the species, generate commitment, generative action, and the narration of adult lives around the individual and societal goal of providing for the survival, well-being, and development of human life into succeeding generations. (McAdams et al., 1998, p. 37)

The construct of generativity was complementary to CCT for this study because it recognized how an individual's career identity was constructed based on their past and present experience and future aspirations of how they perceived themselves socially in the world (McAdams et al., 1998). This blended with CCT, focused on how one made meaning of such experiences to construct their career. It was through generativity that a person's narrative revealed the influence of cultural and career stories and family experiences that led to their identity development (a personal image of one's self) which then produced their career identity (a person's cognitive process of their interests and competencies to acceptable career roles) associated to the family's career legacy. As a lens, generativity served as an expressive assumption that individuals wanted to perpetuate society or culture by caring and providing for future generations and accomplishing and establishing memories that would create a legacy to outlive them and was maintained by future generations. Essentially, it is rooted in an individual's attempt to be immortal. Generativity, as a psychological construct, complimented the

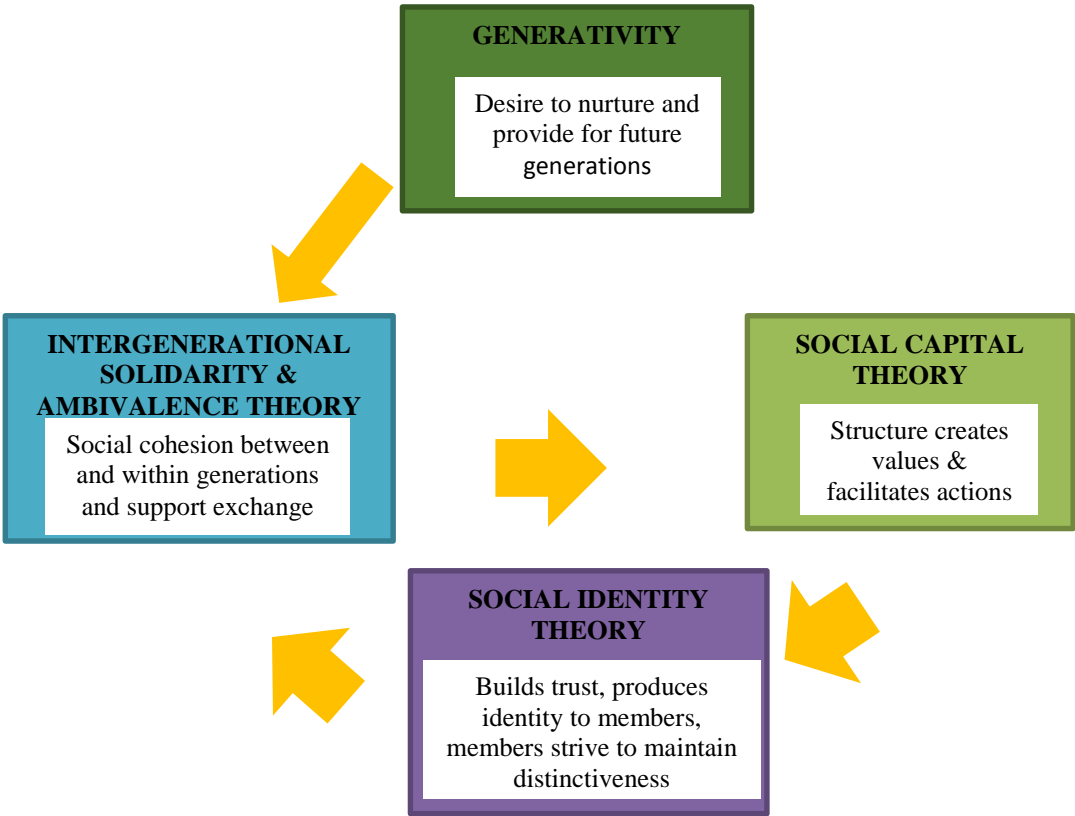
biographical approach with narrative analysis (Snarey & Clark, 1998) and helped to provide a narrower focus on familial legacy through the theoretical framework of CCT. Thus, the generative experience was a precursor to the legacy model, which explained the process of the family career legacy.

Legacy Model

Based on preliminary research, this study used an emerging model for learning the family career legacy dynamic. The legacy model (**Figure 1**) is not a test of any particular theory but an emerging competency model for understanding this study and guiding future research on this topic. The model draws from the intergenerational solidarity and ambivalence theory which focuses on the strong bonds and support exchange between family members of different generations and how “parents and grown children share personal concerns, advice, provide input on decisions, and engage in companionship in addition to providing financial and practical help” (Fingerman, Sechrist, & Birditt, 2013, p. 67).

These elements then lead to the development of the family’s social structure as identified in the social capital theory, which “creates value and facilitates the actions of the individuals within that social structure” (Seibert, Kraimer, and Liden, 2001, p. 220). This is where the family draws on their close knit family relationships expressed through the intergenerational and solidarity and ambivalence theory and for a social structure to do things as a collective group. Chope (2006) further explained family is the central form of social capital. These social capitalist actions lead to social identity which is “the desire of individuals to strive to maintain some perceived superior distinctiveness

conferred by membership within an-in group” (Lewis, 2011, p. 966). At this stage an individual’s perspective of their membership of a particular social group or organization is practiced (Hall, 2002). It is through social identity family members make meaning of their affiliation with the family career legacy and where they seek to distinguish their family from others based on their career accomplishments (Lewis, 2011).



Model developed by Porscha Jackson (2013)

Definition of Terms

1. **Career:** “individually perceived sequence of attitudes & behaviors associated with work-related experiences and activities over the span of the person’s life.”
(Hall, 2002, p. 12)
2. **Career identity:** “a structure or network of meanings in which the individual consciously links his own motivation, interests, and competencies with acceptable career roles” (Meijers, 1998, p. 200)
3. **Career-O-Gram:** “type of occupational family tree, is undeniably the most commonly recognized and frequently administered qualitative instrument for gathering information about the influence of the family in career decision making. A postmodern tool it allows for the understanding of career decision making in the context of the family” (Chope, 2005, p. 406)
4. **Family business:** “a business run by the founder or a descendent and with the intent of keeping the business in the family. Both ownership and management are ways that multiple family members participant in a family business” (Solomon et al., 2011, p. 150)
5. **Family career legacy:** a conglomeration of associated career experiences, reputations, and behaviors that are shared and passed on to and through generations that construct and maintain a collective identity
6. **Family identity:** a type of identity comprised of family member variables of age, gender, race, class, SES, culture, ethnicity, health, religion, and sexual orientation and builds core identities that were developed in their family of origin, which both

liberate and constrain their behaviors in families they create with mates which determine their current family culture and dynamics

7. **Family structure:** “broad concept that includes several demographic variables, including parents’ education, occupation, and SES” (Lindstrom, Doren, Metheny, Johnson, & Zane, 2007, p. 349)
8. **Generativity:** a psychological construct that involves leaving a legacy through the linkage of past and future experiences and encompassing the creation, maintenance, and preservation (McAdams et al., 1998).
9. **Identity:** “represents the person’s image of himself or herself in relation to environment” (Hall, 2002, p. 172)
10. **Legacy:** anything, mainly intangible items or concepts that are handed down from one generation to the next generation
11. **Self-concept:** how someone perceives themselves currently or in the future and their belief about themselves and how they act (Gross, 2004)
12. **Self-efficacy:** “individuals confidence in his or her ability to negotiate the challenges inherent in the larger social world” (Gross, 2004, p. 66)
13. **Social capital:** structures of values and beliefs that are developed and maintained through interactions of a particular group
14. **Social identity:** “portion of the overall identity that derives from the person’s membership in a particular social group” (Hall, 2002, p. 171)

Chapter Conclusion

This chapter provided an introduction on the concept of family career legacies, including background on the issues facing the importance of the topic to the field of HRD and the purpose of this phenomenon. A family career legacy is a subject that has not been studied consistently and in-depth from the HRD perspective; however, its capacity to assist in the development of the workforce is significant. This dissertation explored this topic from the point of view of person's currently involved in their family's career legacy. Therefore, the continuance of this dissertation consists of a review relevant literature in Chapter II, the methodology used to execute the study in Chapter III, a presentation of the study's findings in Chapter IV, and a detailed discussion of the findings in relation to the literature, implications for research and practice, and a conclusion of the study, respectively, in Chapter V.

CHAPTER II

LITERATURE REVIEW

The concept of family career legacies has been intermittently and distinctly addressed through literature on familial influences, family business, and family legacies. For the purpose of this study, family career legacy is defined as a conglomeration of career experiences, reputations, and behaviors that are shared and passed on to and through generations that construct and maintain a collective career identity for relatives.

Research has shown the familial influence on career decisions as a strong force that can inspire, discourage, or persuade the career development efforts of the individual (Hall, 2003). In addition, factors such as geographic location, genetics, SES, parenting style, parental work attitudes, and family exposure are elements of the familial influence (Splete, 1985). In totality, this influence not only affects individuals' occupational choices but also their educational pursuits and community involvement.

The focus of familial influence on career decisions segues into the research on family legacies. Thompson, Koeing Kellas, Soliz, Thompson, Epp, and Schrodt (2009) declared family legacies are patterns that preserve identities, cultures, and values through storytelling. Research on family legacies helps to understand the nature of how familial influences are constructed and are given the power to influence the decision of others. It also provides knowledge on the family belief and value system, structure, and the creation of social identity (a person's identity related to their association of a group in the social world). Studying the concepts of familial influence and its effect on family legacies, considers the roles of career identity (how one connects their interests and

abilities to acceptable careers) and family business in the full understanding of family career legacies.

The purpose of this chapter is to review relevant literature that provides an understanding of how the familial influence on overall career decisions leads to the creation and maintenance of family career legacies. This review focuses on a blend of the research outcomes, methods, and theories of previous studies in a semi-exhaustive review identifying pivotal articles in the various fields. The goal of this literature review is to integrate the literature findings to understand the bigger picture of family career legacies and to identify central issues in previous works. The research questions that guide this review are: 1) From the previous literature, how does the familial influence affect career decisions? 2) What role does previous literature on career identity, family business, and family legacies reveal about the creation and maintenance of family career legacies?

This chapter provides a conceptually organized review of literature over a 31-year span. In qualitative tradition, the review of the articles reflects an espousal position of the author's bias of article inclusion which contributes to the understanding of the study purpose and exemplifies the identified literature gap. A description of the method used in the procedures for literature selection and collection follows. After the literature review methods section, a review of the relevant literature in the areas of familial influence on career decisions, career identity, family business/intergenerational careers, and family legacies is presented with individual discussion, concluding with a

synthesized summary of the entire body of literature offered and its research implications.

Literature Review Method

Literature Review

This literature review selected articles from scholarly, peer-reviewed journals from various disciplines, such as: vocational psychology, family counseling, career counseling, career development, and business. Selected articles were of studies done that provided information regarding the influences on career decisions, familial role models, selection of career and academic choices, intergenerational transmission, family business succession, and career and social identity. Additionally, articles that provided information on the family constructs, family or group oriented theories, career development influences, social capital, and family structure were sought to provide a deeper understanding.

Peer-reviewed articles were of sole consideration because of the scholastic criteria associated with this genre of academic journals.

Data Collection Procedures

Article search process Articles were searched using the Texas A&M University library system's database, Google Scholar, and reference lists of select articles. Utilizing the university library system, Academic Search, ProQuest Dissertation, ERIC, and PsycInfo databases were used due to their catalog of subject related articles. These databases allowed keyword searches, which is where many articles for this paper were found. Once an article was selected via the database, the library system suggested

similar articles; thus, articles were also selected via this process as well. A record was kept of the various combinations of keyword searches and the yielding results under each database to prevent repeated searches (Appendix A).

Google Scholar provides information on the article citations found from the database search. The data mining done with Google Scholar led to a series of related and updated articles that cite the originally database-searched article. This process was used on articles written by experts in the counseling and psychology fields and continued until there were no more articles cited by an author. For example, Article A (2004) was entered into Google Scholar, which showed it had been cited in two articles, Article B (2006) and Article C (2013). These two articles were viewed for topic relevance and then selected for possible citations in other articles. Then the citations of Article B (2006) and Article C (2013) were viewed for topic relevance, and then the process continued until the most updated article, that had not been cited, was reached.

The last procedure for article selection was to review the reference list of the most current articles (years 2011-2013) and foundational articles for topic relevant articles. These identified articles were then placed in Google Scholar and processed as described previously. The search of literature via the three described processes continued until the search yielded the same results.

Article selection Articles in this paper went through a four-step reviewed process: 1) preliminary search of articles that contained keywords in their title, 2) intermediate search, where article abstracts were read to assess the relevance to the topic, 3) semi-final search, where articles were skimmed for relevance to topic, and 4) final

search, where relevant articles were read and information was recorded to use for this paper.

Article criteria Articles were considered topic relevant and deemed appropriate for this literature review if they met the following criteria: 1) provided information that could answer or provide insight on the literature review research questions, 2) contained rudimentary information on the topic, 3) provided implications or research on the topic or a different perspective on the topic, 4) contained empirical studies of legacies, traditions, career and family identity, family business, or family practices, and 5) were peer-reviewed journal articles.

Data Management

The data collected was managed using an online data management system, conceptual map, and file coding. As articles were being researched as described above via the university library system, they were exported into subject folders in RefWorks. Once reviewed, a synopsis was written on the article based on the provided RefWorks fields and moved to the appropriate categorized folder (if needed).

Articles not found via the library system (e.g. Google Scholar or from reference lists) were saved to a flash drive under a numerical code for identification purposes. The numerical code for these articles and the other articles with a RefWorks ID, which was automatically given to articles in the system, were then recorded on a conceptual map created in Word. The map displays how articles were found by showing which database and keyword search produced the article and what articles were retrieved via Google Scholar based on the original article that was cited.

Once the articles were individually reviewed for inclusion in this literature review, a summary of the article and any major points were recorded via index cards or Word file (for those that are not on RefWorks) to organize the information into themes, using the constant comparative method. The summaries and major points of the article in RefWorks were copied and pasted into an Excel spreadsheet or written on the index cards for this process. The data collected explored: 1) the familial influences of career development on children, adolescents, and adults of various cultures, ethnicities, careers, and social and economic statuses; 2) the role of family on career identity development; 3) career patterns exhibited through family businesses and/or intergenerational careers; and 4) intergenerational transmission and family legacies. The collection procedures helped to ensure the quality and management of the selected articles. Additionally, the described procedures ensured the selected literature was of relevance to the dissertation's purpose of understanding the nature of family career legacies and how they are created and maintained.

The objective of this literature review is to provide an overall understanding of the familial influence on career choice and how it fits together and overlaps with the research on career identity, family businesses, and family legacies. Jointly these four topics lay the foundation of how family career legacies are constructed and maintained. The review begins with a look at familial influence on career choice and career development. This is followed by a brief review of the role family plays in the development of career identity. The third section of this chapter focuses on family business, which describes how family members decide to participate in the family

business. The fourth section is a review of literature on family legacies. Each section as described above ends with discussion of the presented literature. This chapter concludes with a synthesis of the entire body of literature presented and its implications for this study.

Familial Influence on Career Choice

This first subsection examines a review of literature of the familial influence on the career decisions and development of individuals from childhood to adulthood over a 31 year span. Whiston and Keller (2004) reviewed how scholars have tested and explored various influences of career development on children, adolescents, and adults of various cultures, ethnicities, careers, and socioeconomic status. Among the influences researched has been the familial influence, sometimes referred to as the family-of-origin experience (Pearson & Bieschke, 2001), which is comprised of a person's biological and adoptive parents, relatives, and close community leaders and friends (Fouad, Cotter, Fitzpatrick, Kantamneni, Carter, & Bernfeld, 2010).

Researchers claimed the familial influence as the most powerful in an individual's career decision (Brown, 2004; Metheny & McWhirter, 2013). Fouad et al. (2010) added the family-of-origin has become an increased point of interest in understanding an individual's career development, from a vocational psychologist perspective. Therefore, the authors created a scale to measure the familial influence on career decisions and the different ways this influence affects career choice. Fouad et al. (2010) arrived at the same conclusion of Hall (2003); the family is a strong influence on various aspects of a person's career development, especially, their career decisions.

Lackie (1983) conducted a study of how the family-of-origin experience encourages people to enter in the social work field. He found the family-of-origin experience creates patterns that determine the career choice based on how the individual was cared for, whether positively or negatively. These patterns influenced a person to shy away from certain careers due to their experience or be drawn towards certain careers to make a difference in their community. As such, this experience also affected a person's professional development. Lackie (1983) concluded the quality of care a person received growing up was an influence on their decision to pursue social work as a career, with the attempt to balance or correct the lack of parenting they experienced as a child.

Blustein (2004) suggested researchers and practitioners have focused on familial influence from a vocational psychology perspective and concluded people make their own decisions that reflect their own dreams, passions, and talents; however, parents do play a considerable role in the lives of children. Meijers (1998) added, though a person has their own aspirations, these aspirations are influenced by the familial experience. The research by these authors in this section presented a way to understand a person's career development at its core through the examination of the patterns family has deposited in the lives of its members. In review of this literature, three major themes were pivotal in understanding the nature family had on influencing career decisions: 1) familial influence factors, 2) familial role models, and 3) family structure.

Familial Influence Factors

Many factors contribute to the familial influence on the career choice of individuals. The familial influence consists of the thoughts and opinions of parents, siblings, and extended family members to have an impact on the career decisions of their relatives (Fouad et al., 2010). Splete (1985) identified factors contributing to the familial influence, including SES, environment, race, gender, background, family control, birth order, geographic location, genetic inheritance, parental work-related attitudes, and parental styles. These factors helped to form the self-concept, values, and personality, which in turn influenced academic pursuits and a perceived pool of available careers (Splete, 1985). The author added, specifically genetic inheritance helped an individual to develop their self-concept as their perception of themselves is affected by how the individual is perceived by their family. Through the use of the family systems theory, Okun (1984) found “the family functions as an organizational system in which each family member affects and is affected by others” (as cited in Splete, 1985, p. 59); thus, Splete (1985) concluded the factors which make up the familial influence aided in the circumscription and achievement of a person’s career aspiration.

In their study of the career decisions of undergraduates, Metheny and McWhirter (2013) found the familial influence had a significant impact on career decisions of its members through various avenues that impacted their vocational behavior, such as: “SES, family structure, parent occupational and educational attainment, role modeling, support, family interaction style, and parent expectations for achievement” (p. 378). In his explorative study of the family-of-origin connection to career development, Blustein

(2004) determined research on family relationship factors tended to yield inconsistent findings and other factors were instrumental in the career development process.

Socioeconomic status (SES) In their review of 77 studies on the family of origin influence on career development from childhood to adulthood, Whiston and Keller (2004) discovered familial influences “are multidimensional and interactional” (p. 561), which would require the research of many disciplines to bring complete understanding of the complexity of the constructs and to expand knowledge in this area. They too, like Splette (1985), listed several factors of familial influence, with consideration that a family’s SES served as a major influence on the career selection. Huang and Sverke (2007), in their study of the career patterns of women over a span of almost three decades, found the family’s SES impacted the individual’s perception of occupational attainment. These authors declared children often selected the same careers of the same SES as their parents. Huang and Sverke (2007) concluded from their study “Both parents’ SES have strong influences of child occupational choice” (p. 372).

Ozdemir and Hacifazlioglu (2008) studied 2,459 high school students in Turkey to discover parents of low SES encouraged their children to pursue secure careers in the academic areas of sciences and medicine; whereas, the parental influence of families with higher SES tend to lead their teenagers to social professions, especially those in the arts. Brown (2004) agreed with Ozdemir and Hacifazlioglu, Huang and Sverke, Whiston and Keller, and Splette, stating SES is an extremely important influence on ethnic minority groups so much that familial influence on career choice should not be studied independent of SES.

Caldera et al. (2003) conducted two quantitative assessments of how the familial influence intertwined with culture and interpersonal factors affected career choice. In their examination of Mexican American and non-Hispanic White college women, the authors found the mother-daughter influence of Mexican Americans resulted in daughters mirroring the level of education of their well-educated mothers. Lindstrom et al. (2007) conducted a study on the role of family in the career choice and career development of young adults with learning disabilities and found the family's SES was a strong indicator in the career development and career decisions. The authors also claimed the higher the SES of the parents, the more career opportunities, emotional support, and career guidance was provided. Those with parents of lower SES demonstrated less parental involvement in career choice but received more familial support in the selection of stable careers, different careers than of their parents. Lindstrom et al. (2007) concluded SES influences career decision making and career identity.

In their study of 270 undergraduate students, using the path analysis framework, Metheny and McWhirter (2013) presented no difference in family interaction among students of different SES levels but determined the level of support given by these families influences an individual's outlook on their perceived social identity. The authors discovered not only did the family's SES influence the individual's career choice and aspirations but the level of family support is correlated by family SES. Thus, individuals growing up in families of lower SES have lower academic and career aspirations and achievements, increased perceived occupational barriers, and lower

parental expectations. Metheny and McWhirter (2013) disclosed the family's SES has a strong effect on career decisions and "SES is well-documented to have a powerful influence on occupational and educational attainment" (p. 379); thus, SES is connected to other factors in the familial influence on career choice.

The authors make a valid point SES must be studied along with other factors, mainly race and income to understand the totality of its influence on the family. Because SES is comprised of societal elements, such as education, income, and occupation and how it fares among others in society, social identity surfaces with significance. Those with low SES may be in certain communities that lack resources of those of higher SES, which could lead to the circumscription and compromise of career aspirations due to social inequalities and the results these inequalities exemplify in their home. Therefore, the authors' findings may be further justified because those of lower SES may overcompensate with support of children due to resource limitations and generativity aspects of wanting better for their children. It also demonstrates the strength of SES as a factor of familial influence which determines available and/or acceptable career options based on the parents' social identity aspirations.

Summary The connection with race and SES needs to be studied further to understand the role of social inequalities and injustices in social identity and how this form of identity effects career aspirations and feelings towards such careers. Another weakness in this area of research is in understanding how social identity, which can be comprised of racial and cultural groups, is perceived by these groups and how it affects self-concepts.

Race/Ethnicity Whiston and Keller (2004) indicated a lack of studies done on the role race and ethnicity play in the familial influence of career development. The authors concluded cultures that were collectivist by nature and were of non-Anglo seemed to have greater familial influence on career selection in the sphere of support for autonomy in career planning. Thus, the authors ascertained race and ethnicity was influential in the way the individual relied on the influence of the family to make a decision and affirm their career choices at all levels of life stages.

In their research of professional African American women, Pearson and Bieschke (2001) revealed a strong familial influence of career choice among African American families than White and Puerto Rican families. The authors used SCCT as a theoretical framework because of its consideration of ethnicity and culture as influences in career decision-making. Pearson and Bieschke (2001) found African American women were influenced through vicarious learning of the career experiences of family members; thus, they selected the same careers as certain family members and modeled their work ethic.

Bullington and Ardon's (2001) qualitative study of four Mexican-American adolescents and Flores and O'Brien's (2002) quantitative research of 364 Mexican-American adolescent girls recognized parental influence on career decisions was strong, especially in regards to gender and race. The authors of both studies concluded Mexican-Americans considered their ethnicity as the primary influence in their career decision making. Their knowledge of their ethnicity is intertwined in their self-concept which is constructed by their family. Brown (2004) recounted studies of families of various races; however, contended there was a lack of research of empirical studies and

theory conceptualization on how truly influential race and ethnicity were on career development decisions, but offered race and ethnicity was associated with SES.

Hairston (2000) conducted a qualitative study on the parental influence of African Americans who entered vocational teaching careers. From a sample of 12 college students, the author found for African Americans, parents were most influential on career plans and aspirations and in setting career and academic expectations. The author stated specifically, African Americans mothers offered the most influence in childhood aspirations and were responsible for imparting the family value system and culture in children and African American fathers were a direct influence in the selection of a career. Together, both parents served as a powerful force in “defining the career choice” (p. 5) for their children. Hairston (2000) implied, though his research contributed to understanding the parental influence on African American teaching career choices, researchers have failed to address career choice of African Americans.

Fisher and Padmawidjaja (1999) looked at the nature of influence on career development of African Americans and Mexican Americans. They found when parents had high expectations for children, they influenced their career decisions. Additionally, the study revealed children of African American and Mexican American college educated parents sought the same educational and occupational attainment of their parents. Furthermore, the authors suggested from findings that social identity should be considered when studying this group due to associative learning and the SES factors of parental influence. They also identified a lack of literature in this area for these two ethnic groups.

Caldera et al. (2003) conducted a study to examine the familial influence of culture and power differences in Mexican American women. The study compared the sample with non-Hispanic women participants and found Mexican American women relied on support and encouragement to commit to their career choice. In an investigative study of the influence of African American parents on the career self-efficacy of their children, Alliman-Brissett et al. (2004) found the support of African American parents led to their child's higher level of academic and career goals. The authors also discovered a difference in the result of parental emotional support between African American girls and boys.

From his study, Brown (2004) discovered race and SES should be studied in a psychological framework with research of family rules, patterns, and ethnicity. In his article, the author reviews familial influence in the context of various ethnic groups. He discovered within the culture of Northern Plains American Indians, the familial influence included the support and opinions of parents and extended family members. In the case of African Americans and Puerto Ricans, Brown (2004) noticed parents' career aspirations were often shared or reflected on their children; however, the opposite happened with White adolescents. Brown's (2004) findings also agreed with previous researchers that the career decisions of African Americans and Latinos are highly influenced through parental support. With Asians, their career decisions are highly influenced by the direct involvement of their parents in the decision making process.

Fouad et al. (2010) used a convenience sample to conduct a quantitative study to measure the familial influence on career development on White college students. The

authors found ethnic minorities and families of collectivist cultures are more apt to rely on the familial influence in the form of support, expectations, and SES in career selection and academic pursuits. Furthermore, the authors discovered Asian families experienced a stronger influence on career decisions than any other ethnic group. Additionally, the career decision making of Asian adolescents and young adults was centered on the family's expectations, social hierarchy, and educational and occupational achievements. Therefore, in this culture, a person's career decision making was not an individual effort, but one made by the entire family.

Summary The research in this area also involved social identity and promoted the support system that furthered the building of self-concept, which contributed to career identity in determining what careers were available and how it could be achieved based on support. The family imparted a value system and the selection of appropriate careers. As such, career identity then related to careers and how they were ranked socially. What was not addressed through this research was whether a push toward certain careers that varied by racial or cultural groups existed.

Gender A couple of authors suggested displayed family gender roles were a factor in the familial influence on career decisions. Ozdemir and Hacifazlioglu (2008), in their Turkish study of the decision-making process of adolescents from 182 high schools, found how their participants' families viewed gender roles was influential in the considered careers. Kniveton's (2004) research study of 384 adolescents looked at the impact of the parental and teacher influence on career choices. The author discovered

not only did parents have a greater influence than teachers, but the same sex parent was most influential.

Kniveton (2004) also identified the gender roles of females being caring and males being more entrepreneurial affected how the adolescents viewed their available career options. Interestingly enough, this study demonstrated birth order also played a role in the influence, stating the oldest child was more influenced by the father, while the youngest child was more influenced by the mother. This indicated, though gender played a role in the career options of the adolescent, the career outlook on gender of the most influential parent could influence the career choice.

Caldera et al. (2003) found in a comparison of Mexican American and White college women, the various factors of the familial influence had different effects on career choices due to gender. In their study of 81 African American girls, Alliman-Brissett et al. (2004) discovered a difference in the effect of the familial influence on boys and girls. Girls depended on the emotional support of their family to make career decisions they perceived would render positive outcomes; whereas, boys were more responsive to role-modeling and support given through career guidance by family authoritative figures and community leaders. Fulcher (2010) used social cognitive theory to examine the individual gender differences in the occupational aspirations of children. He discovered, along with the influence of their family, children actively constructed their perception of gender-roles and by middle childhood, gender surfaced as a major factor in the determination of career aspirations, as far as what careers were acceptable for their gender based on their perception of gender-roles. This was in

alignment with Gottfredon's stages of cognitive development within her circumscription, compromise, and self-creation theory (Niles & Harris-Bowlsbey, 2009).

Family environment The home environment an individual was raised in also contributed to the familial influence. Sellers and Hunter (2005) studied 126 first year master social work students to discover almost 50% of the study participants responded family problems as experienced in the areas of psychological issues and violence influenced their career decisions to pursue social work. Lopez and Andrews' (1987) research on the relationship of career decision making and family development, using the family systems perspective, revealed that family environment and interactions promoted indecisions and successful or unsuccessful transformation. The authors concluded the absence of familial influence impacts career uncertainties. Lopez and Andrews (1987) indicated adolescents did not make career decisions on their own, yet they gathered information from their environments, especially their parents to make career choices.

Porfeli et al.'s (2013) study of 326 families regarding work valence, revealed parents' work experiences influenced their child's perception, motivation, and engagement towards school and the future work setting. The authors detected parents' occupation increased circumscription on their child's career aspirations and how parents' demonstrated their job satisfaction or dissatisfaction at home created an environment that positively or negatively influenced their child's disposition towards career decisions. The authors stated "Parents are believed to establish beliefs about the school setting and academic achievement through a history defined by their culture, social class, and

childhood experiences” (p. 373). The parents’ school experience, past and present, affected how they interacted and influenced the child’s experience. The same influence was found regarding career choice. Therefore, if parents had no career experience or academic achievements, what was expected of their offspring?

In their study of investigating self-efficacy in adolescent girls, Alliman-Brissett et al. (2004) exposed having a strong supportive family environment combats the negative feelings and self-perceptions of individuals of all ethnicities. Brown’s (2004) research of family rules and patterns through studies of families of various races discovered the family environment is most influential on the career choice of individuals of White families, especially regarding their childhood aspirations than any other races. In her interview of Chope about the past, present, and future of the familial influence, Lara (2007) detected career paths could also be developed from disasters that occurred within the family and from an individual’s negative experience with their parents’ occupation. Regardless the family environment, the author stated individuals would ultimately pursue careers that allowed them to cope with their troubling past and those careers not encouraged or endorsed by the family but in fact were a result of the influence the family environment.

In their case study of the family role in the career development of young adults with learning disabilities, Lindstrom et al. (2007) claimed family support had a greater effect on the career development than demographics and agreed family support was a positive effect on an individual’s career choice. As an additive to the family support, Fulcher (2010) used a mixed methods approach in examining the childhood aspiration.

He found exposure to nontraditional roles and attitudes in the family environment caused an increase in self-efficacy which led them to select nontraditional careers and aspire to nontraditional occupations.

Summary The research on the familial influence factors presented a multitude of information on how societal and genetic influences interacted with the family's career outlook. The factors (SES, race, gender, and family environment) collectively built the family environment and exemplified Gottfredson's theory of circumscription, compromise, and self-concept, which is explained in the discussion section of this literature review. The research on this area identified support and how family members came to structure their career identity through the development of their self-concept, meaning-making of their occupational experiences, and their social identity. Though the work of the authors identified in this subsection provided a gamut of information in this area, the role of career identity and social inequalities were not overtly discussed in the formation of the mentioned factors (e.g. SES, race, gender). However, these studies demonstrated the significance of imagery in the form of role modeling and the aspirations of father/mother figures of the career decisions of children.

Family as Role Models

Familial role models are also an influence on the career decisions of individuals. These role models occur in various forms, such as: parent job outlook, father-son influence, maternal influence, and siblings as role models. Smith (2011), in her review of literature on the significance of familial influence, stated occupational theorists suggested parents affected career choices by acting as role models. The author affirmed

as role models, parents influenced a child's self-concept as occupational motivators and informants of job resources. Family members serving in this capacity affected the thoughts, feelings, and actions of those modeling themselves after them, thus creating an interdependent environment (Smith, 2011). In their study of Swedish women ages 16-43, Huang and Sverke (2007) asserted though children look up to parents as role models, their findings could not support the parental influence as a primary factor affecting the occupational development of their children.

Porfeli et al. (2013) affirmed from their study of 326 families, "parents serve as powerful role models for their children-as their children establish conceptions of the working world" (p. 381). The authors added a distinction in the type of role models set by family members; mothers tend to serve as the primary role model for daughters and fathers for sons (Porfeli et al., 2013). Li and Kerpelman (2007) examined the mother-daughter and father-daughter relationship of 327 female college students ages 18-24. They found mothers had the power to influence whereas fathers had the authority to influence. Further examination of the factor of role models in the family business setting, Dunn (1999) unveiled through the father-son dyad, sons had a clear vision of their career when they considered their father as a role-model and despite experiences outside of the family business, they returned to the family business to acquire the responsibility as their fathers prepared for the transition.

Schulenberg et al.'s (1984) study on the family impact on vocational development found, through a study done by Blau and Duncan (1967) "through the path analysis model, that a father's occupation directly influences their son's occupational

attainment” (p. 131). Additionally, in their review of the familial influence, Whiston and Keller (2004) indicated the parental role model affected the career choice of an individual to select the same career path. Their study exposed childhood career aspirations, where fathers served as a role model, and found at the adult stage these aspirations became a reality, mainly due to the father’s assistance and guidance offered in that occupational area. On the other hand, Li and Kerpelman (2007) offered mothers served as the primary career role model for their daughters, mostly at the adolescent stage.

Kniveton (2004) concluded in his study of 384 teenagers and the parental influence on career choice, that siblings also served as role models influencing career choice. The author drew attention of sibling birth order as a major factor, where the youngest child of a family perceived the oldest child as their primary role model and was likely to follow in their career footsteps. Blustein (2004) supported this by adding career role models often came in the form of individuals in the community, referred to as the “village”.

In their study of the role of family in career decision making, Lopez and Andrews (1987) stated occupational theorists suggested parents affected career choices by acting as role models. In a quantitative measure of Bandura’s self-efficacy model, Alliman-Brissett et al. (2004) concluded role modeling was essential in building career self-efficacy of adolescent girls. The authors declared children’s observations of how their parents engaged in their careers and how parents demonstrated their educational and occupational pursuits served as the primary role modeling of children in deciding

their career pursuits. Additionally, parents who served as role models for their children results in a major predictor of that child's career outcomes and choices. Furthermore, Fulcher (2010) added children patterned themselves after their role models in the form of their behavior and character by emulating them.

Summary Moreover, role modeling exemplifies the power imagery plays in career selection and the development of self. This furthers the idea that careers are constructed and vary based on the familial influence factors. Additionally, it demonstrates how the individual processes the observed career experiences of other family members. However, the research in this subsection did not address the possible differences role modeling played among those of different races, cultures, and SES. Also, specifics of family role modeling experiences was not discussed, such as: the results of role modeling through the building of self-concept to career identity to social identity.

Influence of the Family Structure

The family structure plays a role in the familial influence on career decisions. Hall's (2003) article on self-efficacy and family systems theories as applied to career development counseling, stated "family structure determines how family members interact and explains how they create co-constructed beliefs that determine acceptable academic and career decisions, formulated within highly charged emotional learning environment" (p. 33). The author proclaimed the systems theory explains the belief system of families and determines what behavior is acceptable within a family, a behavior pattern associated with career selection. "Self-efficacy theory is related to

belief of success, interests, choosing a goal and goal attainment. Performance accomplished increases self-efficacy” (p. 35). Thus, based on how parents feel about their children and how they feel about themselves, parents, family, and role models, determines how they construct what they can and cannot achieve career-wise.

Alderfer’s (2004) article was in reaction to the Whiston and Keller (2004), which specified the family dynamic was what actually effected career choices. Thus he stated it was through this dynamic an emotional system was created to measure the level of parental influence. This belief supported Li and Kerpelman (2007) by stating a weak emotional system equated to not having a familial connection which reflected no familial influence on career choice. The opposite was expected of those families with a strong emotional system. Alderfer (2004) advocated for the Bowen theory which was based on: 1) definition of self, 2) family emotional system, 3) multigenerational transmission process, and 4) emotional triangle to better understand the nature of parental influence. However, what was interesting was this author claimed the lack of research on familial influence on career choice, specifically, why individuals chose not to go into a family business and/or become something other than what was designated by parents.

Duffy and Dik (2009) identified in their study on the external factors on career decision making, the family’s value system had a direct effect on the interest and skills a person had and how stable they became in the work environment. The authors acknowledged the familial influence was so strong it overrode an individual’s personal or internal views and this influence carried on from childhood until adulthood at every

career stage. They added how constraining the familial influence is on career choice lacks research.

Bratcher (1982), through the family systems theory, indicated the family structure had rules that were passed down through generations and operated outside of conscious awareness. In his study using the family systems theory, stated the family was the most powerful emotional system. He used this theory to better understand the influence on career choices. He found the family structure was also comprised of family myths and stories which contained the value and belief systems and maintained roles for family members. In those stories, identity and traditions that influenced the development and maintenance of the family structure remained and were passed down through generations. Through the family systems theory, individuals selected careers which gave them a sense of belonging.

In an assessment of qualitative methods for career counseling, Chope (2005) gave a summation of Whiston and Keller's (2004) monumental literature review of familial influence and explained Super's acknowledgement of how the familial influence involved emotional support and guidance. In doing so, the author provided various qualitative questionnaires of different authors to assess family influence and found the family structure created an educational and occupational standard for those in the family. Chope concluded the familial influence through family structure influenced individuals to select a certain career path that met the expectations and were reflective of the family's status and mirrored their accomplishments.

Lara's (2007) interview of Chope stated the career-o-gram is a tool used that examines the family structure and traces the influence of the family structure through the examination of careers of family members. The author learned the family structure served as the social capital, aiding as a professional network for job search and career advancement. Lindstrom et al. (2007) stated "family structure is a broad concept that includes several demographic variables, including parents' education, occupation, and SES. Family structural variables play a role in influencing career development" (p.349).

Research is demonstrative of how families are a major piece in career construction. The family structure is most important in the career choice of individuals because it provides boundaries and perpetuates aspirations and structures of how meaning can be made through a person's process of their values, self-concept, and assessment of their career identity and the factors that generate this identity.

Family identity Hall (2003) indicated the family structure produces the family identity, an identity that children strive to be a part of even throughout their adolescent years and well into adulthood. The author determined individuals "are not just individuals, rather they are interpersonal individuals embedded within their families" (p. 34). Thus "parents and grandparents have core identities that were developed in their families of origin, which both liberate and constrain their behaviors in families they create with mates thus this determines their current family culture and dynamics" (p. 36). In their study of college females, Li and Kerpelman (2007) reported feedback from parents as adolescents strengthened existing identities and secured future beliefs.

Individuals became more willing to change their career choice to be one which met their parents' expectations, mainly a career that fit within the identity of the family.

Lopez and Andrews (1987) in their study on the role of family in career decision making, declared theory and research on clarifying the impact of the current family on career-related behavior of individual family members was absent. The authors recognized late adolescents tried to adopt an adult identity separate from the psychology of their parents. However, the career decisions were based on the influence of their parents and the support they received encouraged them to pursue independent thinking. Daigneault (1999) conducted a study on the transition of adolescent girls leaving home and the role of family legacy in the experience and discovered women's identities were connected and shaped by their family biographies.

Lindstrom et al. (2007) also found parents were more influential than their peers due to factors associated with family identity. The authors stated "parenting style and parental attitudes, also influence adolescent vocational identity development which includes interests, goals, and values related to career planning" (p.349). In a study designed to test the family influence scale, Fouad et al. (2010) discovered families centered on success and prestige, had direct involvement of an individual's career choice to ensure advances or maintain the family's social identity. Children will adopt the family identity by emulating the behaviors and understanding the acceptable careers to construct their career aspirations and vision for themselves in the future (Fulcher, 2010).

Family relationships Li and Kerpelman (2007) found support from family contributed to the familial influence of the career decisions. They discovered females

sought the support of their parents for their career aspirations and the closer the relationship they had with parents was demonstrative of a strong family structure of shared values, beliefs, and attitudes toward careers. The familial interaction and relationship became the leading factor in the construction of an accepted career path and from there individuals decided which career decisions they would pursue and which aspirations were not conducive to the family. Therefore, the parental influence became greater as the individuals moved into early adulthood. This further signified a compromise of career for the construction of careers with influence of career identity under the influence of social identity.

Despite the research presented, Blustein (2004) suggested researchers and practitioners had focused on familial influence from a vocational psychology perspective and concluded people made their own decisions that reflected their own dreams, passions, and talents; however, parents played a considerable role in the lives of children. He determined research on family relationship factors had tended to yield inconsistent findings and other factors were instrumental in the career development process. What Blustein in this statement did not address was if familial influence, through the various factors, provided the imagery of what was appropriate and acceptable, then their dreams and passions were not their own but a reflection of their familial structure and environment and their talents were nurtured to fit within the constructed career identity.

Lara (2007) stated the family relationship was important because it provided a sense of connection and a support network; therefore, it insinuated a person mattered,

resulting in their attentiveness to the influence or expectations on career choice. Additionally, positive family relations provided revered career advice for an individual and aided in the development of a person's career self-efficacy and the pursuit of career aspirations. Lindstrom (2007) further added the support provided through the family relationship encouraged individuals to do greater things in life and inspired them to accomplish more and make a difference in their careers. In the assessment of the family influence scale, Fouad et al. (2010) determined "family relationships are an important concept to consider because of their link to subjective well-being and life satisfaction" (p. 227). This further added to the argument careers are constructed and as such, approaching the studying of careers from constructivism is a step in the right direction for understanding this phenomenon of familial influence on career choice.

Evidence of non-familial influence Alike (2012) conducted a study of 100 adolescents to investigate the relationship between parental and peer group influence on career choice in the engineering profession. Using Pearson Product Moment, the author found no significance of the peer and parent influence on engineering as a career choice. Ng, Burke, and Fiksenbaum (2008) conducted a study on 109 MBA students to explore the familial influence and non-familial influence on careers in management. The authors built on previous findings of researchers regarding career choice in management by issuing questionnaires. From the study, they did not find familial influence as a major determinant in career choice. Their sample selected career pursuits in management based on the perceived advantages and prestige and the opportunity to become wealthy.

Discussion of Familial Influence on Career Choice

The literature reviewed in this section was purposeful in examining the familial influence on the career decisions and development of individuals from childhood to adulthood. The research presented many contributing factors from global studies conducted from the vocational psychology, business, education, and family and career counseling perspectives on the familial influence on the career decisions of this general population. These factors, whether separately or jointly, have provided further knowledge into this particular influence and its effect on the overall career development process. Additionally, the authors' works identified several gaps in the body of literature which generated many conclusions that research in this area was inconsistent and deficient (Blustein, 2004; Brown, 2004; Fisher & Padmawidjaja. 1999; Fouad et al., 2010; Hargrove, Inman, & Crane, 2005; Whiston & Keller, 2004); thus, resulting in implications in numerous areas for future research to fully understand the strengths and weaknesses of the familial influence in career decision making. Also, authors pointed out the lack of research in this area that focused on ethnicity, especially those of populations other than White (Brown, 2004; Fisher & Padmawidjaja. 1999; Pearson & Bieschke, 2001; Whiston & Keller, 2004).

The various factors (SES, race/ethnicity, gender, environment, role models, structure, identity, and relationships) of this influence collectively described the career decision making process as illustrated by Gottfredson's (2002) theory of circumscription, compromise, and self-concept. This theory indicated career aspirations

were compromised and circumscribed as a person matured due to the development of their self-concept as experienced from childhood through adolescence.

The influence can be circumscribing based on factors, such as: SES, race/ethnicity, family control, gender roles, and parental work-related attitudes and how children see these factors practiced within their family. Primarily children are products of their environments; therefore, how the family deals with the various factors have an effect on how the child then perceives themselves and the limitations that exist for their career aspirations. Additionally, the parents' occupations and how they communicate their job satisfaction and educational beliefs to their children, aid in the circumscription that influences a child's disposition toward certain career decisions.

As children move to adolescence, they begin to compromise their aspirations based on role modeling, support of their talents, and acceptable behaviors affirmed by their family, as they move into developing their identity (Gottfredson, 2002). They begin to develop their self-concept and understand their abilities to determine acceptable and suitable careers, which begins the development of career identity. This is also where the support of the family environment becomes significant and the available resources for occupational choices aid in this compromising stage. How the individual experiences the world based on their familial influence sets their perception of themselves and their perception of how their family feels about them.

The family structure is the most important element in the familial influence as it holds the values and belief systems, identity, and the relational interaction (Lindstrom et al., 2007). This family system creates what Hall (2003) stated as the co-constructed

environment, behaviors, and outlook which results in the family culture and what is designated as acceptable and unacceptable careers. This provides a level of support, especially with active familial role models to assist with career decision making. In considering family career legacies, the family structure and how the family constructs their value and belief system based on the external factors is passed down through generations in the culture and the stories that are told as an individual moves from childhood to adulthood.

The studies presented in this paper provided a wealth of information on the familial influence on career decisions; however, many did not generate a definite conclusion as far as the transferability of their findings. The majority of the articles focused on the development of adolescents; however, if the influence was something that began in childhood, those feelings, thoughts, and behaviors did not disappear as an individual matured into adulthood. The environment or structure that was constructed and passed on effected the adult career decision making in some way. The question is in what ways does it affect career decisions?

Blustein (2004) made the conclusion familial influence is greatest in childhood and adults will pursue their dreams and passions and ultimately make their own career decisions. However, the literature on family identity and value systems that are developed in individuals during childhood and nurtured until early adulthood, confirm familial influence becomes embedded in the nature of an individual. Therefore, their dreams and passions are co-constructed; resulting in childhood aspirations that are circumscribed and then compromised during adolescence due to familial influence

which produces a self-concept developed and sustained throughout adulthood. In essence, adults are acting out the career decisions that were influenced by their family from their childhood and adolescent years.

Research gaps This review indicated the power of the familial influence on career decision making. However, where the research started to become deficient was in the examination of the influence of individuals after adolescence. Fouad et al. (2010) attempted to measure such an influence in his study that tested the family influence scale among young adults; however, their research was only one of a few. Chope (2005) addressed this gap by studying the effects of the career genogram and the career-o-gram as measurements of the familial influence on the career decisions of adults. What becomes of those persons when they mature into adults? There are few studies that indicate how the influence persisted once individuals reached an age where they could actually pursue careers and how the influence affected their present careers or attempts at certain careers. This is an example of the major gaps in the literature.

Other research gaps were exposed through the literature as authors revealed, from an array of studies, the complexity of the familial influence on career decision making. The existence of internal and external factors of this influence lacked from the perspective of marginalized groups. The shortage of research on American racial ethnic groups and families of lower income status could provide greater knowledge of understanding breadth of familial influence as it relates to societal influences. Additionally, the family dynamic of these groups could present knowledge on how familial influence differs in the type of family systems and possibly identify other

factors, not mentioned, that constitute as familial influences. Though this discussion focused on the lack of literature of marginalized groups, many of the authors commented on the inconsistency of research in this area as well (Whiston & Keller, 2004). The lack of research on the burdens of the familial influence, impact of negative familial influences, and how familial influences encourage legacy are additional areas for future research.

Additionally, there is a lack of variety in the theoretical frameworks of the conducted studies. In this review, the majority of the authors used the family systems theory, self-efficacy theory, systems theory, and Bowen's theory to guide their studies. Only a few authors used actual career development theories (SCCT and Super's career development model). The continuous usage of these theories may be a result of the academic discipline selected for the review. Perhaps, looking at this subject from a HRD perspective can provide variance in how the research is framed. Lopez and Andrews (1987) stated a lack of theory and research on this topic as a problem; ironically, 27 years later this is still an issue. Using other theories, especially business oriented and career development theories are other suggestions for future research.

Sporadic research Though research on this topic had been sporadic for more than three decades, few authors chose to build from the suggested future research implications presented by authors in the 1980's and 1990's. With continued contributions, each author stated the inconsistency in the research as a major issue. The authors of the 1980's presented strong studies and offered substantial knowledge; however, supporting literature tapered off in the 90's but the topic was resurrected with

Whiston and Keller's (2004) literature review of 77 studies from the vocational psychology and counseling areas. This article spawned several other articles, mainly agreeing with the authors but also elaborating on the areas of influence and pointing out the same areas of future research as those authors of the 80's. Additionally, Whiston and Keller's article has now become a staple in the literature reviews and article citations for authors, many of which have focused on the importance of role models, family relationships, and parental work experience and attitude toward academics.

Implications There is still a lot to be researched on this topic. Empirical studies on marginalized groups not only in America but also in other countries, especially those in developing countries where career options have societal limitations and conditions are constrained, could provide a wealth of knowledge about this influence and role the environment and other external factors play in career decisions. Additionally, a few authors in this review recommended studies on how the emotional state of families impacts the familial influence and outlook on certain careers. Studies on how the familial influence factors work together, as suggested by Brown (2004), would be an interesting contribution as well. In the vein of Whiston and Keller (2004), other disciplines should undertake research on this topic to provide a deeper understanding and different outlook on this phenomenon.

Conclusion The familial influence on career decision making is vital in understanding how family career legacies are created and maintained. The research presented in this section shows the family structure as the incubator of a values and belief system that constructs acceptable behaviors, academic pursuits, and career

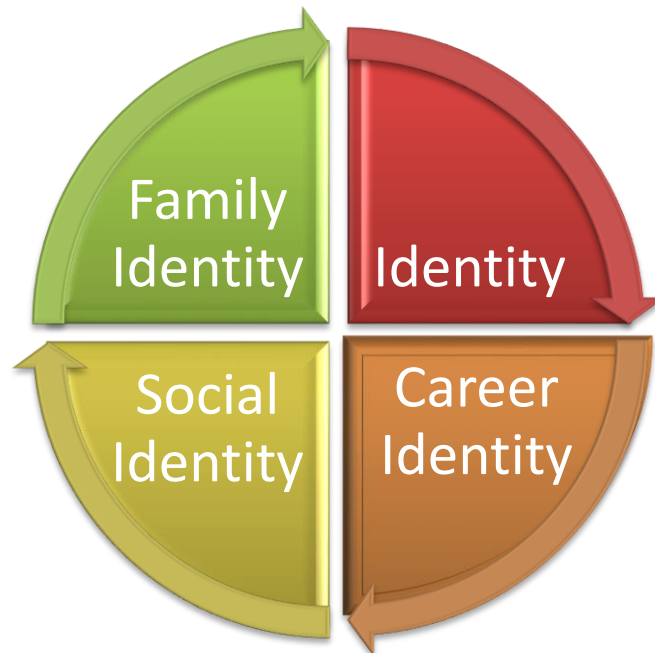
decisions which uphold a social identity and develop a career identity. The family structure essentially produces a culture comprised of factors that contribute to the familial influence on the career decisions of individuals. Studies revealed the familial influence is a strong force that can inspire, discourage, or persuade the career development efforts of an individual; however, there is still much to be learned about how this influence is managed among adults of various racial and ethnic groups, socioeconomic statuses, and academic disciplines.

Career Identity in Career Decision Making

The literature of familial influence on career decisions incorporates how the family dynamic affects an individual's perception of their identity. Hall (2002) stated identity is a key factor in understanding a person's career decisions. Furthermore, family interaction patterns may be related to the creation of career identity (Chope, 2006). Therefore this section is a review of literature on career identity, defined as the network of meanings connected to a person's interests and skillsets to perceived available career opportunities, which is important to understanding the role it plays in the creation and maintenance of family career legacies. It is significant to understand identity occurs in various forms, such as: identity, the essence of unique qualities of self; family identity, identity comprised of variables which builds core identities that constrain and liberate behaviors consummate of family culture and dynamics; career identity; and social identity, portion of identity derived from membership of a particular group in society. All of these types of identities flow into a person's overall identity and are interconnected and build from each other. **Figure 2** illustrates how these types of

identities influence each other in relation to career identity, which is the main focus for this research study.

Figure 2: Identity Process



Career Identity as a Social and Family Connection

Career identity in career development Blustein and Noumair (1996) provided a foundational piece of the importance of the role self and identity played in career development. The authors reviewed various types of constructs in an effort to understand how the two aided in career choice and career development processes, from a career counseling perspective. Blustein and Noumair's (1996) study sought to advance

the work done in career development theory and practice by reviewing the conceptual framework of self and identity. The authors cited Erikson's identity construct which stated the "stable ego identity, which refers to a set of values, belief systems, goals, and attitudes that provides individuals with sense of coherence and continuity in their adult lives" (p. 433). The authors mentioned the family identity formation as "a series of innovative studies relying on direct observations of family interactions" (p. 435). This resulted in a connectedness or sense of community and autonomy where one has the support of their family to depend on or use for guidance in the development of their identity and their self.

"Other theoretical statements and empirical studies have essentially corroborated the view that identity development occurs most adaptively in a family environment that provides emotional support and fosters autonomy" (Blustein & Noumair, 1996, p. 436). Blustein and Noumair (1996) mentioned family identity is often influenced or is a part of the perceived social identity, which is associated with an individual's culture. Thus the authors concluded focusing on self and identity is useful in understanding how people view themselves and their capabilities, specifically their career aspirations and decisions; this essentially is the make-up of career identity.

Social connection Meijers (1998) conducted a study to explore the concept of career identity and the inclusion of this identity in the social learning experience of individuals. The author defined career identity as "a structure of meanings in which the individual links his own motivation, interests, and competencies with acceptable career roles" (p. 191). Meijers (1998) indicated a person's ongoing experiences, aspirations,

and their synthesized meanings contribute to their self-concept, which in turn determines the role or how they want to be perceived socially. Therefore, this contributes to their development of their social identity and how they will contribute to the development of this identity based on their career choice resulting in their aspired career identity.

Meijers (1998) acknowledged an internal dialogue consisting of emotions and identity development and external dialogue consisting of their perception of an acceptable social role are part of an individual developing his or her career identity. This new found identity then provides how the individual will perform their role in society.

Gross' (2004) study looked at how Latino college students at a Midwestern, major institution and their self-concepts and self-efficacy play out in their career and cultural identities. The author found professional networks created a sense of community support and helped in the formation of career identity for this population. The author also introduced the term career maturity, which is the point where an individual becomes aware of their career goals, understands the parameters of their career decisions, and gains assurance of how they will fulfill these selections. From this study, Gross (2004) concluded cultural identity influenced individual self-concepts, which determined self-efficacy which provided a confidence of how the person performed, behaved, and identified themselves in the social world. Thus, in studying this population, Gross (2004) found support of peer associations of similar culture identities that engaged in the promotion of self-efficacy and provided emotional and professional support, developed career identity. Through this development, individuals

had the confidence to perform in their selected career as an expression of their career identity and their aspired social identity.

Family connection Hargrove, Creagh, and Burgess (2002) examined 210 college students on how family variables affected career identity and career decision making. Using the family systems theory from the perspective of career counseling, the authors found the familial influence had a significant effect on career identity through the nurtured and punished career and academic behaviors. The authors concluded vocational identity was primarily constructed by the family unit and was a significant factor in the career decision making of the individual. Additionally, Hargrove et al. (2002) determined a person's career choice required an understanding of their family career choices and values. The authors stated research in this area was limited and inconsistent and suggested future research be done using qualitative methods.

Hargrove, Inman, and Crane (2005) looked at the family interaction patterns and their predictions of vocational identity through a quantitative study of 123 high school students. The authors found the family environment was a minor yet substantial predictor of vocational identity through the identities' effect on career decision making. Stringer and Kerpelman (2010) studied the influences of career identity in 345 college students. They discovered parental and familial support aided in the development of career identity and the evaluation of past and ongoing work experiences contribute to the maintenance of career identity. The authors concluded career identity and self-actualization was a reciprocal process, each constantly contributing to the development of the other.

Career Identity Reflective of a Calling

In understanding of the new career dynamic of seeking purpose and meaning, Hall (2002) provided an overview of the role identity plays in career decision making. The author acknowledged for the 21st century, people are seeking purpose or a calling for personal meaning in their career selection. In this search of meaning and purpose, familiarity with oneself is significant. Hall (2002) stated in this process individuals experience identity growth where they analyze their strengths and weaknesses from the perspectives of others and become self-aware of who they are and their morals, values, interests, and abilities to determine their purpose. The author exposed a person's career choice will reflect how they perceive themselves and thus the career choice becomes a reflection of their identity.

Skorikov and Vondracek (2011) studied the identity status model and theoretical taxonomy by reviewing the structure of career identity and how it affected career decision making. The authors looked at how a person's view of their career as a calling was associated with strong mental health. They concluded career identity was how one viewed their identity as a worker and determined literature in this area was lacking and future research should be done on structure and career identity with interventions focused on cross-cultural differences.

Discussion of Career Identity in Career Decision Making

This section provided a review of literature on how career identity is developed and related to the purpose of this study. The family plays an integral role in the development of the individual's self-concept through the expression and interaction of

values, beliefs, behaviors, and attitudes. How these elements are demonstrated and encouraged regarding work and careers provide the foundation of how a person views their abilities and aspirations regarding career opportunities. The formulation of this career identity lends itself as a component to the family career legacy.

Individuals, who develop career identities of family members, will naturally gravitate to the same careers and/or become involved in the same businesses at the intention of participating in a collective. Their career identities will dictate their career decision making, which is based on their perception of the family's social identity. Hall (2002) stated identity is a long-term process that covers a span of who someone was and intends to be in the future; it is an evaluative process where a person seeks to understand their uniqueness and how they fit into their social environment (Hall, 2002). "Because such a large portion of a person's identity revolves around work, it is not surprising that people try to choose work that will best enable them to fulfill their interests, meet their needs and express themselves" (Hall, 2002, p. 52). Therefore, understanding an individual's career identity provides insight into their career decision making process and the role the family plays in their decision to become involved in the family legacy.

Research limitations The research presented in this section indicated the importance of career identity in career decision making. However, the amount of research was very limited in general and specifically regarding the career identity of those who followed in the same career paths and/or business of family members. None of the studies indicated information regarding the effect of family legacy on career identity. In fact, authors in this field declared the lack, limitation, and inconsistency of

research and suggested future research: 1) using qualitative methods, 2) seeking cross-cultural differences, and 3) exploring the structure of career identity (Hargrove et al., 2002; Skorikov & Vondracek, 2011).

Family Business and Intergenerational Careers

Family career legacies are most understood through the career decisions of individuals who become involved in the family business. "Family business is defined as a business run by the founder or a descendant and with the intent of keeping the business in the family" (Solomon, et al., 2011, p.150). Intergenerational careers involve participation in a family business through various positions and consider those individuals who follow in the same career path of family members outside the scope of a family operated organization. For example, there may be a family where parents and children become school teachers or a family where individuals in multiple generations are police officers. Regardless of involvement in a family business or an intergenerational career, this section reviews literature on these two concepts as the same.

Birley (1986) studied how emotions and motivations of continuing generations working in a family business come to make this career decision. Through a questionnaire of 221 Notre Dame students, the author found over 50% felt no pressure to be in family business, it was a choice. He also found sibling position was no indicator or pressure to be involved in family business. The decision to participate was due to self-proclaimed responsibility and an overall interest. The study proved prior research wrong, which proclaimed pressure as a factor for involvement in the business. Though

pressure may not have existed in the words of participants in this study; however, the elements of pressure were not identified as pressure, as pressure can be relative in some instances or viewed as normal interactions but were indeed subtle pressure. For example, if both parents graduated from Notre Dame, siblings and other family members attended Notre Dame, and there are observed conversations and displayed Notre Dame paraphernalia around the home environment, then an individual may not recognize this as pressure but in fact is subtle pressure for involvement with Notre Dame.

Eckrich and Loughhead (1996) examined the difference in career development patterns between undergraduate students whose family owned a business and those of non-business owning families. Through five assessments of 423 students, the authors discovered adolescents of family businesses did not have a clear sense of their own abilities and talents due to their family's business and late adolescents of family businesses typically followed the same career path as family and endured both internal and external pressures. Their career identity development was lower as they tended to not focus on their abilities and talents and interests. Students from family businesses had a more closed approach to career decision-making due to modeling than those of non-family businesses. The authors concluded family business children had lower career identity when evidence stated they had higher than non-family business children, as the career identity of these children was often the identity of their parents.

Bruin and Lewis (2004) studied the collective career trajectories of youth through new career development theory and entrepreneurship. The authors discovered joint careers were influenced by the familial domain from gender and spousal roles. Through

the exploration of joint careers in the field of entrepreneurship, the authors concluded it had an effect on social capital. Using the life-span approach of human development, Obschonka, Silbereisen, and Schmitt-Rodermund (2011) studied the effect of role models on successful entrepreneurship and family businesses and how life narratives helped to form identity and life meaning. The authors determined entrepreneurial skills were linked to early developmental years and being in the environment of family business and career, along with parenting style and the availability of role models had an influence on the career development of entrepreneurs.

Solomon et al. (2011) analyzed life-story interviews of 10 family businesses using grounded theory of the importance of succession. The authors declared both ownership and management were ways multiple family members participated in family business. They recognized family business succession occurred through level of internal connection to the business, structure of their marriage, grooming for the business to be the successor, and the delayed retirement of owners. What the authors did not discuss was whether the internal connection was a form of subtle pressure or was it viewed as a way of life.

Through a multinomial regression analysis of 106 German firms, Schroder, Schmitt-Rodermund, and Arnaud (2011) examined the factors of career decisions of individuals of family business backgrounds. The authors learned the family business had a tremendous influence on family members and the succession of the business. They implied the owners function as role models and their expressed experience affected the career decisions, especially succession of other family members and business

succession was something that was started early on while members were children. The authors concluded there was a lack of research in studies of career decision of adolescents who belonged to a family that owned businesses. Additionally, the level of commitment or sense of obligation should be recognized in the study of family business succession as a factor for such a career choice.

Family Business/Intergenerational Careers Discussion

There are various studies on family business and intergenerational careers regarding topics specific to the operation and perceived issues of these careers. The literature provided in this review was to provide a synopsis of what had been done, most relatable to the concept of the family career legacy. From the research selected, the career development of individuals involved in family businesses/intergenerational careers was impacted in some way by their family (Eckrich and Loughhead, 1996, p. 381). However, there had not been enough research done on the impact to determine the significance.

The presented studies resulted in the same findings as discussed in the section on the familial influence on career decision making. The family structure, role models, family relationships, SES, and family environment are all factors which effect an individual's decision to become involved in the family career legacy through a family business or intergenerational career. The environment and how parents and older family members react to their careers is influential on the career decision process. Furthermore, what these studies demonstrated was an adoption of the family's career identity as one's own as part of the process in making the decision to become involved, similar to what

was discussed in the previous section. Regarding the purpose of this study, the research in this area provides no unique perspective to what was previously discussed in prior sections of this chapter.

Implications The family business/intergenerational career field could benefit from increased studies on how and why individuals decide to become involved. In addition to the lack of research on family career legacy from this dynamic, Schroder et al. (2011) stated a paucity of studies of adolescents who are members of family businesses or intergenerational careers. As evidenced by the literature, there is also a limitation on the impact family business/intergenerational careers have on their individual companies, industries, and communities. Considering the major familial influence of intergenerational careers and the fact family businesses alone account for 58% of the workforce (Solomon et al., 2011), certifies the importance of the field in practice and in research. Dawson and Hjorth (2012) pleaded for additional research in this area, specifically the use of narrative approach to fully understand the family business dynamic because the information spanning generations can create a vivid picture of the interconnectedness of the dynamic. Research on various cultures, races, gender, and industries would be a rich addition to the body of literature as well.

Conclusion In conclusion, there is much to be studied in this field that can contribute to the field of HRD and other disciplines. For the most part, family business has been covered mostly by the field of business and intergenerational careers have been lightly addressed, separately in family counseling related fields. The perspectives of

other academic disciplines can enrich the depth of this phenomenon and provide insight into understanding its importance in American society.

Family Legacy

The continuity of family businesses and intergenerational careers can partially be explained through examining the family's legacy. This last section of the literature review focuses on family legacy, in general, as an attempt to understand how it is formed and maintained throughout generations.

Bratcher (1982) indicated the family structure has rules which are passed down through generations and operate outside of conscious awareness. He found the family structure was also comprised of family myths and stories that contained the value and belief systems and maintained the roles for family members. In those stories, identity and traditions that influenced the development and maintenance of the family structure remained and were passed down through generations. Through the family systems theory, individuals selected careers that gave them a sense of belonging. In his article, Bratcher (1982) built on the premises of Roe (1956), which stated the familial influence on career development started in childhood and these influences contributed to a career decision made on the premise of the family member wanting to belong in the family career legacy.

Daigneault (1999) conducted a study on the transition of adolescent girls leaving home and the role of family legacy in the experience and discovered women's identities were connected and shaped by their family biographies. Hall (2003) determined individuals "are not just individuals, rather they are interpersonal individuals embedded

within their families” (p. 34). Thus “parents and grandparents have core identities that were developed in their families of origin, which both liberate and constrain their behaviors in families they create with mates thus this determines their current family culture and dynamics” (p. 36). Ashton (2007) in her book review of Poulter’s work on the legacy of fathers, posited understanding this dynamic presented ways to change behavior patterns that would enhance career lives. Through her research on the intergenerational career development, she concluded the father-child relationship was an important topic which affected everyone who had been neglected. She stated no one was exempt from the effects of their father’s legacy and “children have a nonstop camera running in their mind, recording any and all behaviors, comments and attitudes of their parents” (p. 174).

Thompson et al. (2009) studied intergenerational transmission of family legacies. Through semi-structured interviews of 17 third generation family members, the authors declared family legacies were patterns that preserved identities, cultures, and values through storytelling. Thus, through these stories, personal identities were developed where individuals decided to embrace, reject, or remain neutral to the family legacy. The embracement of these legacies was where the identity formation began and the stories, positive or negative, contributed to the social identity of how the family was perceived in the midst of their social environment.

Lesperance (2010), in a narrative analysis of two grandfathers, studied the intergenerational outlook of first generational men on their perceived impact, influence, and involvement on the third generation. Through the study, the author found these men

desired to create a legacy to leave for their grandchildren which consisted of love, security, and memories lasting for generations to come. In fact, it was discovered the desire to create memories in their grandchildren was an effort for them to be immortalized for caring for their grandchildren and being a part of their storied memories. The immortalization to them was a way of being an everlasting influence and a fondly remembered person, having an identity that lived beyond them. The author identified grandfathers were neglected from the research on intergenerational topics.

In their investigation of the intergenerational transmission of criminal behavior, Besemer and Farrington (2012) utilized the semi-parametric group-based trajectories methodology of 411 males of incarcerated fathers. The authors' findings demonstrated those with children of fathers with continuous convictions, were more likely to follow their father's conviction trajectory, in fact, their chances of being convicted was increased. They also found their parenting styles and incarcerations had a significant impact on their child's development as an adult. The study concluded:

The intensity of the father's career does not predict the intensity of the child's career. The results demonstrate a strong intergenerational transmission of criminal behavior, but offspring convictions are related to the fact that fathers have a conviction rather than to what their conviction trajectory looks like.

(Besemer & Farrington, 2012, p. 133)

This study confirms the findings of previous research in this area and further proves how the familial influence and familial environment affects the career decisions of their children, which determines their choices in adulthood. There is an

intergenerational path created through the lives we live where modeling is significant and the stories we tell verbally or through experiential interactions.

Discussion of Family Legacy

Family legacy can be derived from both a positive and negative nature based on the premises of the familial structure. Legacy is created based on the common and outstanding experiences of certain individuals, who then transmit these experiences through stories to other generations. Their memories of others' accounts of their experiences serve as examples or myths containing elements of identity, values, successes, and failures, which become influential and a guide into what future generations can aspire to become.

From the literature, the basis of one's family legacy is from the desire to be immortal. Through legacy, one's accomplishments live beyond their lifetime through the memories and stories told to future generations. In this section, those legacies focused primarily on male family members' transmission to future generations of other males. However, this presents a limitation and implication for research on the transmission of involving the legacy of females.

The phenomenon of family career legacy is better understood with the literature on family legacy. It centers the broad term of family legacy to focus on the aspects of career and how career stories, experiences, and accomplishments are immortalized through constructed career narratives passed on through intergenerational exchanges. The establishment of a family career legacy is created by a major experience of an individual and then it is maintained by the need to contribute to a collective, which

provides a sense of belonging. Additionally, the participation in the legacy allows a person to make their individual contribution on a grander scale and make a greater impact that advances the social identity of the family and reinforces their career identity.

Implications The literature on family legacy is vital to this study; however, there is still much to be learned. The research presented in this section focused on family legacies transmitted through males to males; however, future research should be done to explore the female dynamic of legacy and whether there is a difference in how the legacy is communicated and accepted based on gender on the transmission side and receiving side. Also, there is no research specifically on family career legacies, but this concept can be understood through various literatures in familial influence, career identity, family business/intergenerational careers, and legacy. Additionally, research should be conducted on the transmission of career stories and legacy through various ethnicities, cultures, family structures, and occupations, along with the pressures and decisions of whether or not to participate. Perhaps, the lack of research in this area of legacy may be because the topic lends itself to be studied by various fields for a variety of reasons; it may be researched but under other connotations not immediately recognized by outsiders of the field.

Conclusion Overall, the research on family legacy is a conglomeration of certain elements discussed in all of the previous sections of this chapter. The stories told in a family legacy incorporate the familial influence on career decision making, career identity, and family business/intergenerational careers. The literature on family legacies, though limited in the amount of studies, relates to the concept of family career

legacies and how career stories can be transmitted through generations as exemplified through the legacy research.

Chapter Conclusion

This chapter provided a review of literature in the areas of familial influence on career choice, career identity, family business/intergenerational careers, and family legacy in an effort to understand how the familial influence on overall career decisions can lead to the creation and maintenance of family career legacies. The literature demonstrated the familial influence as a strong force in career decision making that is understood through career identity, played out in family businesses/intergenerational careers, and transmitted through the establishment of family legacy.

What the literature also revealed were the limitations, gaps, and lack of the research done. The underutilization of career development theories in the study of familial influence on career choice, the absence of the HRD perspective on the topics (Whiston & Keller, 2004), the rarity use of narrative analysis (Chope, 2006), the deficiency of research on cultural, occupational, and gender perspectives, and the overall absence of the concept of family career legacies in the body of literature was motivation for this study.

This dissertation addresses some of the expressed gaps by exploring the concept of family career legacies through a qualitative study of participants of various ethnic, occupational, and cultural backgrounds from the HRD perspective. This study uses narrative analysis and career development theory to provide a unique viewpoint to the bodies of literature discussed. This body of work offers knowledge on the basis of

career decisions and implicates career development interventions designed to create a more focused workforce with meaningful and purposeful careers.

CHAPTER III

METHOD

This chapter discusses the selected research design, study participants, and data collection and analysis procedures for this study. The research examines the nature of family career legacies to understand why family members decide to enter the same career field/path as other members or become involved in the family business. Considering the information revealed in the literature review, making career decisions is not an isolated process, but one which involves various familial influential factors, perceived identity, and culture passed down through family stories. To research this phenomenon beyond generality, the personal experiences of individuals involved in their family's career legacy was done subjectively.

Research Design

Qualitative versus Quantitative

A qualitative methodology was selected to acknowledge the familial, social, and cultural constructs of a person's environment and understand the individual's interpretation of their career experiences. Due to the subjectivity of the involvements of the proposed sample, a quantitative approach would generalize the participant responses and predict an outcome which would ignore the individual lived-experiences and their journey to become involved in their family career legacy.

Qualitative research assumes there are multiple truths and not one truth and no one correct interpretation of the data (Lieblich, Tuval-Mashiach, & Zilber, 1998).

Goodson (2010) added to the understanding of qualitative research as compared to quantitative research, when she stated:

Qualitative research aims at understanding phenomena in its natural settings (hence, the label "naturalistic"), at telling in-depth stories of a phenomenon with 'thick descriptions,' vivid details, and enticing depictions. Quantitative research, on the other hand, seeks to generalize across settings, to uncover cause-and-effect relationships, and to predict (therefore, control) the phenomenon of interest. (p. 164)

Therefore the qualitative approach was ideal for this study for the following reasons: 1) subjectivity of the various experiences of the sample, 2) purposeful sampling technique to be utilized, 3) inductive process of gaining understanding from the data, 4) focus on understanding how individuals made meaning of their lived experiences, and 5) emphasis on the interaction of the sample within the constructs of their family career legacy. A quantitative approach would generalize the participant responses and predict an outcome which would ignore the individual lived-experiences that contribute to their career selection and their participation in the family career legacy.

Qualitative Rationale

A qualitative approach is necessary to answer the research question "How are family career legacies created, experienced, and maintained?" How someone experiences something is an individual feeling comprised of a multitude of factors and can only be understood through how that individual makes meaning of their own experience through their career story. In order to answer a question of how something is

experienced, an approach that does not predict, seek to prove theory, and does not generalize was necessary. Additionally, seeking understanding of how a family career legacy is created and maintained involved exploration of this phenomenon. Creswell (2007) specified qualitative research is applicable when a phenomenon is to be explored and when a quest for understanding of someone's perceptions or experience is needed.

The second research question for my proposed study, "How does an individual's familial influence affect the feelings, thoughts, and outlook toward their career decisions?" demonstrated a necessity for qualitative research. Answering this proposed research question required qualitative research that considered the individual's lived experience by recognizing a streamline of events that occurred in order for the participant to arrive at their career decision. This question considered the emotional aspect of an individual's career story of their experiences by seeking to break down the holistic picture into themes. The complexity of emotions is difficult to measure through a quantitative approach; therefore, a need to use a qualitative approach was best to understand the uniqueness of each individual's perspective to their career decision. Bogdan and Biklen (2007) stated "qualitative researchers are concerned with making sure they capture perspectives accurately; [thus,] researchers set up strategies and procedures to enable them to consider experiences from the informants' perspectives" (p. 7).

Overall this study's research questions were designed to gain a better understanding of the various ways family career legacies are developed based on the individual perspectives of family members of different races, backgrounds, and

industries. Creswell (2007) indicated qualitative research should be used when detailed understanding of a phenomenon is needed, to understand the context of a situation, for theory development, for complex issues regarding individual differences, and interactions that are affected by factors that cannot be statistically measured. Seeking how something(s), whether known or unknown, had individually affected the choices of a population was best studied using a qualitative approach. Additionally, recognizing the major events, experiences, and psychological happenings that led to career decisions, was illustrated through narrative analysis. Therefore, a qualitative approach was best for this study which sought to understand the lived experiences of individuals and how these unique journeys constructed and conserved the phenomenon of family career legacies.

Narrative Study

Narrative analysis is a method of qualitative research that “uses stories as data” (Merriam, 2009, p. 32) to understand a person’s account of their experience. The rationale for using narrative research for this study was the best fit to answer the research questions: “how are family career legacies created, experienced, and maintained?” and “how does an individual’s familial influence affect the feelings, thoughts, and outlook toward their career decisions?” “Narrative analysis is the best for capturing the detailed stories or life experiences of a single life or lives of a small number of individuals” (Creswell, 2007, p. 55). This qualitative approach helped to better understand family career legacies through the lived experiences of participants. “Narratives describe a way of knowing that is distinct from scientific knowing, in which the focus is on meaning, rather than fact, verisimilitude rather than logic” (Rossiter & Clark, 2007, p. 13).

Additionally, because legacy is about stories and family myths that are full of memories, emotions, and culture, conducting a narrative study brought out the richness and personality of the provided data.

This approach captured the feelings, thoughts, desires, influential factors, and other issues that contributed to the career decisions and provided an account of their career path to the legacy. Riessman (2008) stressed “the goal of narrative interviewing is to generate detailed accounts rather than brief answers or general statements” (p. 23). She also added in a “narrative study-attention shifts to the details-how and why a particular event is storied, perhaps, or what a narrator accomplishes by developing the story that way and effects on the reader or listener” (p. 12). Thus, readers are allowed to make a personal connection with participant stories and vicariously engage in the experience as the story unfolds. Additionally, through narratives, understanding of the construction of the individual’s identity, culture, past, and systems of meaning were revealed through the participants’ stories (Lieblich et al.,1998; Riessman, 2008), which were crucial in the understanding of this phenomenon through the study’s research questions.

Assumptions of narratives The basic underlying assumption of narrative analysis is the stories people tell to “make sense of [their] experiences [and] understand the world around [them]” (Merriam, 2009, p. 32) and communicate to researchers their worldviews and social construction influences. These stories are comprised of values, beliefs, and identities of the participant as a result of their social construction influences and how these influences were processed into meaning. Merriam et al. (2007) stated

“narrative analysis uses the stories people tell, analyzing them in various ways, to understand the meaning of experiences as revealed in the story” (p. 23). “Narrative focuses on events not categories and what does the event mean. It looks at the relation of an event and its connection to something greater” (Rossiter & Clark, 2007, p. 18). Thus, the focus of this research study was on the individual experience and their individualistic perceptions of their familial influence on their career decisions; therefore, a narrative approach was decided to capture the individualistic thoughts and experiences of study participants to understand how their career stories are constructed based on familial influence.

Types of narrative This research study used two different approaches to narrative analysis, Denzin’s (1989) biographical approach and the McAdam’s (1988) psychological approach. Riessman (2008) stated “narrative analysis refers to a family of methods for interpreting texts that have in common a storied form” (p. 11). Therefore, the two mentioned approaches assisted in the analysis of the narratives given by the study participants to effectively understand the chronological process of their career path and to understand the role of feelings, thoughts, and emotions experienced that influenced and contributed to their career decisions over their life-span.

Biographical approach Denzin’s (1989) biographical approach, defined as “the studied use and collection of personal-life documents, stories, accounts, and narratives which describe turning-point moments in individuals' lives” (p. 13), was best suited for this study because it considered the family-of-origin experience, pivotal life experiences, and the influence of people in a person’s life, which was relative to the research

questions and purpose statement (Merriam, 2009). The study considers the familial influence on career decisions, the chronological career path, and the factors that led to the creation of a family career legacy; thus, the basic assumptions of the biographical approach are a logical fit for the study. Additionally, this approach compliments CCT, the primary piece in the conceptual framework, which uses biographical stories to determine how individuals construct their careers.

Denzin (1989) stated the nine assumptions of the biographical approach are: “1) existence of others, 2) gender and class influence, 3) family beginnings, 4) starting points, 5) known authors and observers, 6) objective life makers, 7) real persons, 8) turning-point experiences, and 9) truthful statements” (p. 17-18). The first, third, and eighth assumptions were key to this study because they considered how the existence of family members contributed to the influence on career decisions and how the family’s beginnings, comprised of external environmental influences, affected career identity and family structure. Additionally, these assumptions recognized the multiple realities of each participant and their experiences and how the familial influence, expectations, and achievements led to a co-constructed career.

The role of major turning point experiences in the formation of the legacy is not only important in this approach but significant through the lens of generativity for provision for the next generation. These three assumptions were addressed and beneficial in understanding the re-construction of participant career narratives. Therefore, this approach was best suited to obtain career stories from the participants that would answer this study’s research questions. Moreover, this approach considered

critical reflection of life experiences that led to epiphanies, which can be a factor in the creation of a legacy.

Psychological approach The psychological approach concentrates on the personal construction and internalization of stories through an emotional context (McAdams, 2012). This approach provided a better understanding of the motivations and feelings expressed behind the career decisions of the participants. This delivered further indication of the constructed identities and reasons for the commitments to the family's legacy. It also alluded to biological or environmental influences that contributed to the familial influence of the participants' career choices and path. This approach complemented the biographical approach in answering the study's research questions and providing rich descriptions of the narratives through its focus on internal factors, such as: motivation and emotional connections. For example, one might become involved in the family legacy because they idolized their father and felt a sense of connection with him by following in his footsteps. Additionally, through the generativity lens, this approach furthers the understanding of the role of familial influences based on generative action for succeeding generations (McAdams et al., 1998).

Participants

The sample for this study included a total of 15 participants from six different families, all of which were provided pseudonyms for the purpose of confidentiality (**Table 1**). Based on Lincoln and Guba's (1985) statement that sample size for a qualitative study is determined when information given by the sample becomes

redundant, individuals from families of diverse career backgrounds and socioeconomic status are welcomed to provide rich data that could be explored, compared, and contrasted. In an effort to reach saturation, the goal was to have an equal family representation of participants of different ethnic groups. Out of the six families, two were Black, two Latino, and two White and four out of the 15 participants were female. All of the families were located in southern and southwestern states in the United States of America.

Procedure

The participants were selected using the purposeful sampling strategy. Creswell (2007) described this strategy as one where participants are selected because “they can purposefully inform an understanding of the research problem and central phenomenon in the study” (p. 125). Merriam (2009) stated this sampling allows the researcher to “select a sample from which the most can be learned” (p. 77) in order to provide *information-rich* cases. Therefore, the sample selection was based on established criteria essential to the purpose of the study (Merriam, 2009). The following criteria were used for selection of this study’s sample:

- At least 18 years old.
- Individuals who have similar career paths as members of their family, in particular immediate family. AND/OR
- Individuals who are an active employee in a family owned business or a part of a family career legacy.

- Desire to start a legacy with following members in agreement to continue the family legacy and be passionate to involve the next generation in the legacy.

Creswell (2007) added when conducting narrative studies, the sample participants' must have a story of their lived-experiences they are willing to share. All of the participants agreed to participate in the study via a consent form (**Appendix B**) and share their career stories. The consent form explained the purpose and legitimacy of the study and outlined the format of the interview and how their information could be used. Upon completion of the interviews, many also provided additional information in the form of articles and books regarding their family career legacy.

Initially, participants were recruited based on referrals from friends, family, and associates of the researcher and an Internet search of family businesses in the Houston metropolitan and College Station/Bryan areas. Once identified, participants were contacted via email or telephone (**Appendix C**) and asked to participate. After the initial contact was made with an individual, the snowballing approach was used to select the remainder of participants, which included additional participants within the same family and those of other families. Snowballing is a type of sampling where participants identify “cases of interest from people who know people who know what cases are information-rich” (Creswell, 2007, p. 127).

Table 1: Participant Pseudonyms

Generation	Pseudonym	Career	Relation
	Callagari Family	Martial Artists	
First	Clinton	Martial Arts Owner, Instructor & Referee	
First	Thelma	Martial Arts Instructor	Clinton's wife
Second	Tobias	Martial Arts Instructor	Clinton's son, Thelma's step-son
Second	Omar	Martial Arts Administrative Assistant	Clinton's step-son, Thelma's son
	Hanks Family	Community Bankers	
<i>First</i>	<i>Clifford</i>	<i>President</i>	
Second	Cliff	Chairman of the Board	Clifford's son
Second	Theo	CEO	Clifford's son-in-law
Third	Trey	President	Cliff's son, Clifford's grandson
Third	Elvin	Vice President	Theo's son, Clifford's grandson
	Herrera Family	Community Bankers	
<i>First</i>	<i>Armando</i>	<i>Bank Founder</i>	
<i>Second</i>	<i>Alonzo</i>	<i>Past Bank President</i>	<i>Armando's son</i>
Third	Patty	Chairman of the Board	Armando's granddaughter, Alonzo's daughter
	Jones Family	Funeral Home	
First	Richey Don	Owner, Entrepreneur	
Second	Todd	Mortician	Richey Don's son
Second	Jordan	Mortician	Richey Don's son
	Ortiz Family	Restaurateurs	
<i>First</i>	<i>Carlos</i>		
<i>Third</i>	<i>Roberto & Maria</i>	<i>Owner</i>	<i>Carlos' grandson and granddaughter-in-law</i>
Fourth	Melissa	Owner	Carlos' great-granddaughter, Roberto & Maria's daughter
	Winslow Family	Beauty Entrepreneurs	
<i>First</i>	<i>Madame Rachel Crawford</i>	<i>Beauty Entrepreneur/Pioneer</i>	
<i>Second</i>	<i>Laura</i>	<i>Beauty School Owner, Past Director</i>	Madame Crawford's daughter
<i>Second</i>	<i>Steve</i>	<i>Beauty School Owner, Past President</i>	Madame Crawford's son-in-law & Laura's husband
Third	Carl	Beauty School Owner, President	Madame Crawford's grandson and Steven & Laura's son
Third	Harriet	Beauty School Owner, Director	Madame Crawford's granddaughter-in-law, Carl's wife
<i>Fourth</i>	<i>Waldo</i>	<i>Director</i>	<i>Mde. Crawford's great grandson and Carl & Harriet's son</i>

Data Collection

In seeking the information-rich cases, in the data collection process, researchers use a combination of basic methods, such as: observations, interviews, data mining from documents, audio and video recordings, and artifacts (Creswell, 2007; Merriam, 2009). Bogdan and Biklen (2007) stated data collection methods should be consistent with the methodology and the purpose of the researcher's study. The authors added, "if you want to understand the way people think about their world and how those definitions are formed you need to get close to them, to hear them talk and observe them in their day-to-day lives" (Bogdan & Biklen, 2007, p. 31). Therefore, with the exception of one interview that was done via Skype because the researcher was unable to travel to the state, the interviews were done at the actual locations of the participants' family business on a regular business day during hours of operation.

Narrative Analysis

This research study focused on data collection and analysis methods from a narrative analysis approach of the qualitative methodology. Creswell (2007) asserted data collection should be done in an ethical manner following guidelines of an established internal review board (IRB) and having participant consent and confidentiality, and should avoid deception during any of the study's activities. Therefore, with approval from the IRB, through purposeful sampling, participants were interviewed as stated previously. However, narrative analysis calls for a "need to focus on the stories to emerge, recognizing that all people have stories to tell" (Creswell, 2007, p. 119). Thus, Creswell suggested collecting data in three ways: "1) recording

spontaneous incidents of storytelling, 2) eliciting stories through interviews, and 3) asking for stories through mediums as the Internet” (p. 131); in addition to collecting supplemental field text from other written and audiovisual documentation and artifacts.

Measures

Semi-structured interviews In accordance with the purpose statement and research questions, the primary data collection method for the research study was semi-structured interviews with each participant either one-on-one or as a group (depending on the family availability). Merriam (2009) stated:

Interviewing in qualitative investigations is more open-ended and less structured. Less structured formats assume that individual respondents define the world in unique ways...In this type of interview [semistructured] either all of the questions are more flexibly worded or the interview is a mix of more and less structured questions. But the largest part of the interview is guided by a list of questions or issues to be explored, and neither the exact wording nor the order of the questions is determined ahead of time. This format allows the researcher to respond to the situation at hand, to the emerging worldview of the respondent, and to new ideas on the topic. (p. 90)

Each interview followed a standard protocol of open-ended questions (**Appendix D**) and allowed participants to respond without interruption. This type of interviewing guided the discussion and permitted the participants to provide in-depth information about their lived experience, which provided a better understanding of their perspective and how their experiences contributed to their meaning-making of their career choices.

Merriam (2009) asserted “interviewing is necessary when we cannot observe behavior, feelings, or how people interpret the world around them. It also is necessary to interview when we are interested in past events that are impossible to replicate” (p. 88).

Face-to-face interviews were selected as the method of inquiry to obtain detailed data and observe the participants’ surrounding and mannerisms. Additionally, face-to-face interviews were chosen compared to phone or email interviews to establish trustworthiness of the researcher from participants and to ensure full-cooperation of participants.

Semi-structured interviews were be used as opposed to structured interviews to capture the individual experiences of each participant in order to obtain their narrative and capture what turning points were of importance to them. The interview questions were also used to facilitate a discussion and keep the interview focused on the topic. The interview questions centered on discussions about childhood career influences, work experiences, family background, life purpose, identity, and future family plans.

Visual documents Books, news and magazine articles, autobiographies, pictures, family artifacts, and biographies were used as supplementary information for families who had deceased members and to provide additional explanatory information. These documents were also utilized to add credibility to participant career stories and to understand the different perspectives or positioning of how their stories were being told and from whom they were being told and understood. Visual documents were analyzed through the same lenses as the data obtained from the interviews.

Other documents A career-o-gram was used as a basis for understanding the family's career patterns, to trace origin and influence on career decisions, and to better examine the participant's career path and their family career legacy. This charting helped to look at participants' career ancestry to help explain their career identity and how their career decisions may have been influenced by the family dynamic (Chope, 2006). In addition, researcher field notes were kept that documented the notes taken based on physical and visual observations and situations experienced by the researcher during the interview process.

Data Analysis

The data analysis for this study was conducted by the researcher. After the interviews were conducted, each interview was transcribed by the researcher and data was organized and prepared for analysis. Merriam (2009) stated data analysis of the qualitative approach is complicated and involves reasoning and shifting between data concepts for accurate interpretation of data as it relates to the study's research questions. In this stage, data from general notation, journals, and field notes were summarized, as data from interviews were transcribed. The organization of the data can also take place using computer programs, index cards, and other organization systems (Creswell, 2007). The data was then reviewed for understanding, familiarity, and interpretation, during which additional notes were recorded after reflection on the data. Afterwards, the organized data went into a coding system to produce common themes, which were then narrowed down to a manageable number of themes to later be presented in narrative form in the findings section of the final document.

Narrative Analysis

Narrative analysis approaches of the qualitative methodology were used to analyze the data. After the data collection process as described in the previous section under the same heading, the participants' stories and additional garnered information was organized as described. The only difference from Creswell's (2007) recommendation was that data was chronologically organized to account for major life events that affected participants' careers and to set the stage for fluid data interpretation. According to Denzin (1989), an interpretive strategy is used to seek out patterns of meaning making and major events which serve as turning points that developed the participant. This helped to make sense of their life while incorporating interpretations of their career story. Thus, patterns were identified to understand the story meaning at a holistic level, which aided in the reconstruction of the career story. This also allowed for the establishment of analytical coding of the data to begin the process of understanding the meaning of the stories as a collective group (Merriam, 2009). It is important to note that Merriam and Creswell's interpretations of narrative analysis as cited in the above, is based off of Denzin's (1989) interpretive strategy.

Biographical approach The analysis of the biographical approach used Denzin's (1989) interpretive-biographical strategy. This process involves: 1) isolating narrative segments, such as: turning points, pivotal experiences, and family beginnings, 2) seeking patterns of meaning-making of experiences, 3) reconstructing the narrative to identify influential or structural factors, and 4) writing of an analytical summary of the

biography, respectively for each participant. This study followed these steps in combination with an updated version of this strategy.

Creswell's (2007) account of Denzin's (1989) biographical analysis suggested: 1) having the participant journal about their life, 2) identifying milestone experiences from the journal, 3) searching for segments of stories to isolate for theorization (e.g. role models, family beliefs) 4) reconstructing biography, and 5) writing an analytic case, as stated in step four of the above paragraph. This study followed these steps, with incorporating the participants' completion of the career-o-gram in place of journal of usage. Therefore, beginning with the first step of having participants complete the career-o-gram and identifying milestones through the career-o-gram and interviews, narrative segments were isolated based on turning points, family beginnings, and family beliefs; then the study followed the steps as mentioned by both authors to complete this analysis stage. Afterwards, a comparison was done of each of the stories based on common themes as described in the following Thematic Analysis section.

Psychological approach McAdams and Ochberg (1988) identified the process of "letting data reveal itself" as a psychological way to analyze data received from biographies. They suggested nine steps that would render consecutive sentences and salient units of information with introduction, action, and outcomes for the reconstruction of the biography. The following are the nine rules for analysis:

1. Primacy- notice the most important information to the participant is what they communicate first.

2. Frequency- monitor how many times the participant communicates the same message.
3. Uniqueness- consider verbal expressions and the content of those expressions of extraordinary experiences.
4. Negotiation- listen for “repressed, unconscious material making its way to the surface disguised by the cover of unlikelihood or impossibility” (p. 272).
5. Emphasis- notice emphasis on words and use of words like “always” and “absolutely”.
6. Omission- look for information that is intentionally and unintentionally omitted.
7. Error- be conscious of information that is given erroneously as opposed to what has been previously said or is in conflict with other documents.
8. Isolation- note comments made as tangents or unrelated to question or original response.
9. Incompletion-observe when participant does not complete a statement or story due to expressed emotions or stops are completed but no explanation for an end is given.

Thematic Analysis

Once this was done for each participant, the data underwent thematic analysis to synthesize all of the participant stories for common themes. Lieblich et al. (1998) declared categorical perspective is useful in studying a phenomenon shared by a group of people when the researcher is engaged in the categorical-content analysis.

This aims to reach a balance between two very different tendencies by defining many subtle categories that retain the richness and variation of the text but require meticulous sorting of the material and define few, broad categories that are easy to use but do not do justice to the complexity of the text. (Lieblich et al., 1998, p. 14)

Lieblich et al. (1998) stated the thematic analysis is primarily focused on the content.

[The] investigator works with a single interview at a time, isolating and ordering relevant episodes into a chronological biographical account. Then the research zooms in, identifying the underlying assumptions in each account and naming (coding) them. Particular cases are then selected to illustrate general patterns-range and variation-and the underlying assumptions of different cases are compared. Thus, the researcher interprets what is said in interviews by assuming meanings for an utterance that any competent user of language would bring. (Lieblich et al., 1998, p. 57-58)

This process was followed using the broad categories of family beginnings, existence of career influences, sense of belonging/community, meaning making of career experiences, and continuance of legacy, which were the underlying assumptions of the participants' career stories that reflected general patterns. The participants' career stories are presented Chapter IV under these categories; furthermore, the categories/themes actively revealed the answer to the study's research questions, which is discussed in Chapter V.

Ethics of Research

In qualitative research, data collection and analysis are done in ways through the researcher as the primary instrument (Merriam, 2009).

Researchers collect data in natural settings with a sensitivity to the people under study, and they analyze their data inductively to establish patterns or themes; [thus,] the final report provides for the voices of participants, a reflexivity of the researchers, a complex description and interpretation of the problem, and a study that adds to the literature or provides a call for action. (Creswell, 2007, p. 51)

The data collection and analysis of a qualitative approach provides knowledge of a phenomenon through rich descriptions and interpretations of how meaning has been constructed and lived experiences processed in the context of the studied sample (Merriam, 2009).

With the researcher as the primary instrument, it is important to ensure an ethical execution of the research process. Ethics can be established through the assurance that findings and the researcher are valid and credible, the research is conducted ethically using the appropriate procedures, and the findings can be replicated by another researcher and applied to other situations. There are various approaches used to ensure the previous; however, there has been a reconceptualization of the terms to represent the strategies used to ensure the ethics of conducted research (Creswell, 2007; Merriam, 2009). For this study, the definitions of terms stated by Creswell (2007) and Merriam (2009) were utilized.

Validity and reliability Creswell (2007) stated validation as the researcher's "attempt to assess the 'accuracy' of the findings" (p. 206) and reliability as "the stability of responses to multiple coders of data sets" (p. 210). Meanwhile, Merriam (2009) concluded all research approaches validity and reliability as the "way in which the data are collected, analyzed, and interpreted, and the way in which findings are presented" (p. 210). Therefore, this study ensures validity and reliability through a combination of methods.

It was important to be transparent in the conduction of this study. Therefore, this research followed the standards set by the IRB for the data collection and treatment of participants. The IRB informed consent and interview questions were provided in the Appendix, as individually stated in previous subsections of this chapter. An audit trail of detailed descriptions of the procedures used to collect and analyze data were also provided. The interviews were transcribed and sent to the participant for review. In addition, the researcher's interpretation of the participants' data will undergo member checking, as well as triangulation (e.g. multiple methods using interviews, observations, and outside documents) of data for accuracy. Merriam (2009) stated "triangulation remains a principal strategy to ensure for validity and reliability" (p. 216). This helps to provide trustworthiness to the research by ensuring the data has been collected and analyzed correctly. Merriam added "member checks take your preliminary analysis back to some of the participants and ask whether your interpretation rings true" (p. 217). Lastly, the findings section includes rich and thick descriptions to contextualize the study.

Specific to narrative study, Creswell's (2007) perspective of a "good" study will be used as a standard for validation and evaluation. This study focused on four of the stated tenets: 1) a chronological account of major career events, 2) a restoried story of the participants' narrative, 3) a report of themes analyzed from participants that is generalizable, and 4) researcher reflexivity. The last two are specifically addressed in the following two subsections.

Generalizability It is imperative research findings have some element of generalizability or transferability, which Merriam (2009) stated is "the extent to which the findings of one study can be applied to other situations" (p. 223). This study used rich and thick descriptions of the participants, findings, and data collection and analysis procedures as a strategy for transferability.

Reflexivity/Researcher bias Creswell (2007) stated "clarifying researcher bias from the outset of the study is important so that the reader understands the researcher's position and any biases or assumptions that impact the inquiry" (p. 208). The interest in family career legacies has existed for approximately one year with an initial study conducted for a qualitative research course. The preliminary work with this topic influenced a certain perspective on the research, as I entered this study with privy information. Therefore, the researcher bias centers on a preconceived assumption of this study's outcomes based on a previous study. Additionally, my predisposition is one of a positive nature. The interview questions focused on positive elements of the creation and maintenance of a family career legacy and not responses of negative experiences or

a downside of family career legacies, such as: behaviors, setbacks, or decisions to not participate in a family legacy.

Furthermore, this topic is of interest to me because of a prior experience I had with teaching and a desire to help people find their purpose and live better lives through personal development. As an instructor for a management course at an open admission policy university in an urban, metropolitan city, I witnessed many family legacies, positive and negative. My turning point experience was when a young, female student in my class was often disruptive through her clothing and random outbursts in class. I would find myself often pulling her aside after class to speak with her about her behavior, grades, classmate interactions, and overall student conduct inside and outside of my class. She was always receptive to what I had to say and always thanked me for speaking with her; some days I felt our conversations were not in vain. Towards the end of the semester, the class had an activity where they could invite their friends and family. At the event, this student's mother approached me and thanked me for my attention to her daughter and asked me for assistance with her life. After observing her mother's actions during the program and then her speaking with me, I understood the actions of my student; she was a product of her familial environment. It was at that point I realized the power of the familial influence on academic and career pursuits and saw the connection between people, family, careers, organizations, and community. From then I realized how important this phenomenon was in career and self-development and a solution would have to start with research to understand the familial influence and how legacies of a positive nature are experienced.

Chapter Conclusion

The methods employed through this study and the conceptual framework, as described in Chapter I of this dissertation, produced findings in the form of reconstructed career stories in a chronological biographical arrangement. The reconstructed career stories were based on the analysis of participant narratives, their career-o-gram, and visual documents. Chapter IV is formatted as a collection of family career stories, revealing how each family constructs their career story into what is known as their family career legacy.

CHAPTER IV

FINDINGS

“A good name is rather to be chosen than great riches and loving favor rather than silver and gold”. Proverbs 22:1

The purpose of this study was to understand the nature of family career legacies from the personal experiences of family members who sought intergenerational careers or positions in the family’s business. The family career legacy is an interesting dynamic in studying HRD because of its potential to render lessons on personal career development. In doing so, this chapter focused on the responses from the participant interviews that have been analyzed and organized into career stories.

This study utilized Creswell’s (2007) and Merriam’s (2009) narrative analysis, based off of Denzin’s (1989) interpretive strategy, which seeks to make meaning of major events that occurred in the participant’s life. Since this research study focused on career stories, the major events are those that had affected or occurred in the participants’ career. From the stories, patterns were identified to holistically understand how participants authored their lives and constructed their careers based on familial influences, career identity, environment, and plans for the future.

The analysis of this study was framed by CCT, which focuses on the holistic meaning of career stories with the elements described above. It helps to determine how an individual’s career story provides a foundation for who they want to be in the future (career identity). Through the biographical approach and thematic analysis, the participants’ career stories have been reconstructed in chronological order of their

experiences and placed in categories representative of common patterns found in all the stories. The psychological approach was used to analyze data from participant's career biographies.

This chapter consists of the history and career stories of six family career legacies. The findings are organized by family, in which a background of the family, researcher field notes, visual documents, and family career-o-grams are synthesized and each participant's career story is reconstructed in biographical categories of: family beginnings, existence of career influences, sense of community, pivotal career experiences, making meaning of career experiences, and continuance of legacy, to provide a holistic understanding of each family career legacy through individual experiences. Pseudonyms were given, as displayed previously in Table 1, for each participant and their family business to ensure confidentiality of their identity per the IRB consent form, though many participants expressed no issue with the revealing of their identity.

Career Stories of Family Career Legacies

The Ortiz Family: A Legacy of Restaurateurs

Overview The family career legacy of the Ortiz's is told from the perspective of Melissa, a fourth generation owner of La Cocina, a family-owned and operated Mexican restaurant that has been a staple in the town of Bryan, Texas for over 35 years. Besides the restaurant, the Ortiz family has its roots in Bryan with a history of service, social activism, education, community, and entrepreneurship extending back to 1898 the arrival of Carlos Ortiz, Melissa's great grandfather. The family is well-known in the City of

Bryan through their restaurant and the accomplishments of various family members, which include: a wardrobe designer for the late singer, Selena; political and social advocates who were instrumental in the establishment of schools and churches in the Bryan Hispanic community; and a host of adult educators, attorneys, philanthropists, and business owners. Figure 3 displays the family tree of Melissa and her family of restaurateurs.

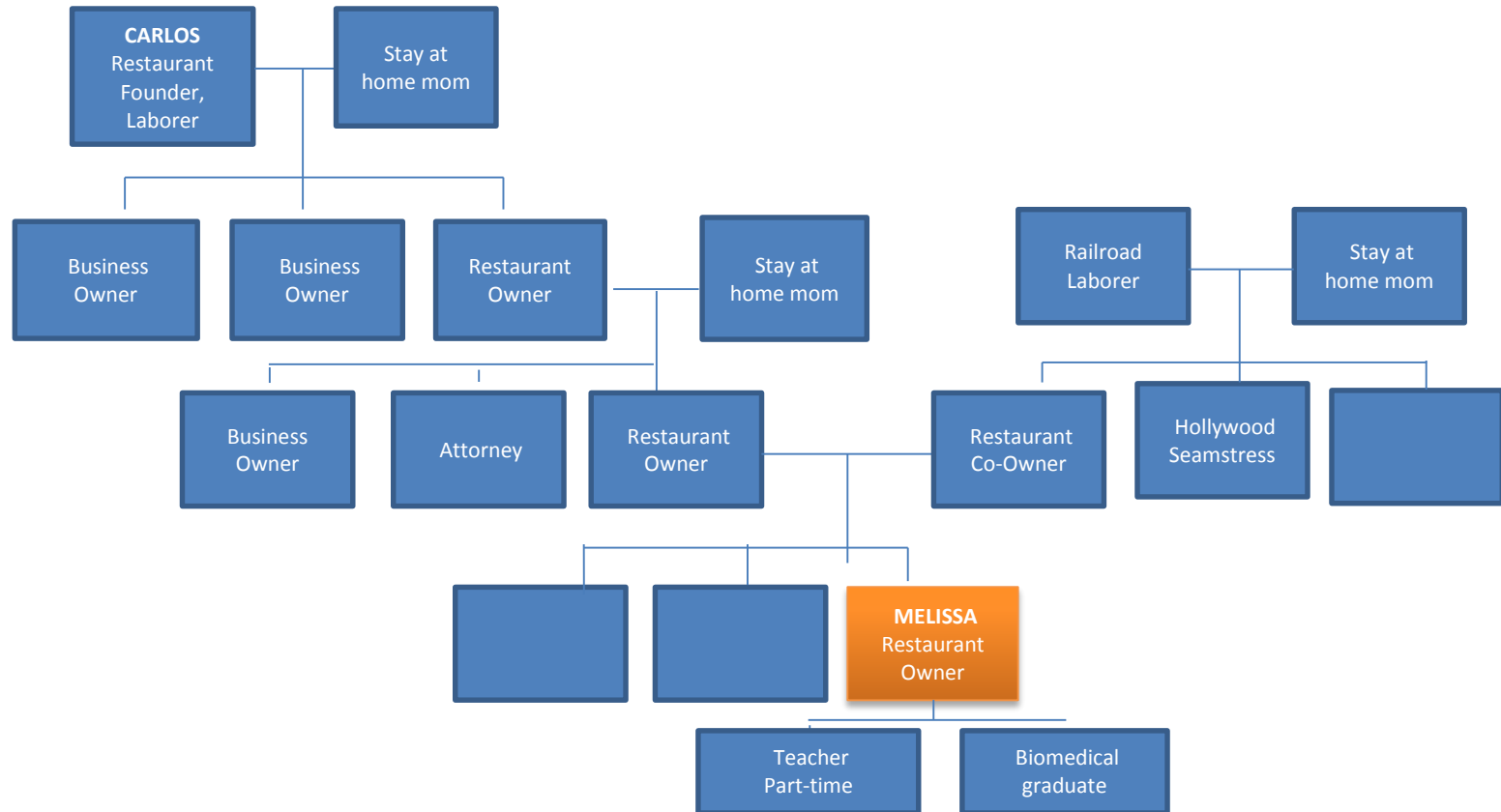
First generation As one of the first Mexicans to settle in Bryan, a town where Hispanics once only stayed seasonally for agricultural work, Carlos began cooking Mexican dishes for locals, laborers, and travelers before opening his own restaurant (Maroon Weekly, 2014). It was not until the late 1930's, mainly 1940's when the growth of Hispanics accelerated in Bryan (Chavarria, 1989) with many of the laborers (many who did not speak English) settling in Bryan, and forming their own community (Chavarria, 1989). During this time members of the Ortiz family became heavily involved with helping the growing Mexican community economically, politically, spiritually, and educationally. Often times, they were translating documents and conversations for Spanish speakers who wanted to become citizens.

This legacy of community spans from 1898 until the present, with many key players who are nameless but recognized for their careers and career influence in the formation and continuity of this family career legacy and its rich history. The Ortiz family and La Cocina have received numerous awards from Bryan as documented in news articles dated back to the 1970's. Elements of the family's history are documented in the town library; however, much of the information is difficult to locate as events prior to the

1950's (the beginning of the civil rights era in America) that involved marginalized groups, were not written about because of the level of racial discrimination during that time period. The family has since been written about multiple times, as displayed on the wall in their restaurant, and a summary of their history is proudly printed on each of their menus. The Ortiz's most recent recognition is in the form of the Hispanic-Owned Business Community Impact Award, one which the family felt was well-overdue, given their 100 plus years of service in the Bryan area.

The interview with Melissa Ortiz was a pleasant one. I had received her contact information from a colleague that went to high school with her and had maintained a relationship. Melissa had a bubbly yet no nonsense personality. When I arrived at the restaurant on a Wednesday afternoon, she immediately motioned me to a table near the bar area where the interview was conducted. One of the things that stood out in the interview was a statement Melissa made a couple of times that was an inadvertent summary of her family background, "Like we always say 'we all came out the hood' we're from the Westside, we all made it! Still makin it, but we made it."

Figure 3: Ortiz Family Career Tree



This was evident as during the interview at the restaurant, Melissa's grandfather was sitting at a table next to us reading a newspaper and visiting with a friend. He seemed to be in his 80's, he was olive-skinned with green eyes and white hair, dressed conservative in a plaid shirt and khaki pants. The restaurant was business as usual as customers seated themselves and staff took their orders with a familiar smile. Her grandfather's friend had on pants and a jacket and they did not seem to talk much, but were present in each other's company like two old friends meeting in the park at their usual time, speaking to each other only when they had something to say. At times, her grandfather would hold up his glass for someone to refill his Coke. During the interview, Melissa's youngest uncle came in the restaurant, very peppy, greeting her with a simple hello and addressing his father with a handshake and a loud "Hey bro!" as he went to his regular seat at the bar to watch the FIFA World Cup. The vibe in the restaurant seemed to be familiar, as everyone seemed at home with a business as usual feeling. Above the register, family pictures and multiple article cutouts adorned the warm-colored walls. Announcements of the nearby university were strategically placed near the entrance, to grab the attention of patrons as they waited in line to pay their bill.

Ironically, La Cocina was conveniently located on the corner in historic downtown Bryan, an area of town with narrow streets and nostalgic buildings reminiscent of a small, 1800's railroad town, which her great grandfather was among the town's first Mexican settlers in 1898. According to City of Bryan website, Bryan, a small-town stop on the railway system, flourished into a popular center for business and trade some 140 years ago and remains today a small, proud community, rich in history.

Named after the nephew of a pioneer considered the “Father of Texas” for his efforts in the colonization of the state, Bryan was incorporated as a city in 1871 and was home to a large number of European immigrants escaping local cotton farms to start their own businesses (City of Bryan, 2014). During this time, many Mexican immigrants would pass through the town on their way to work in cotton districts and few would settle in the town at that time (Eagle, 1974). However, according to the town’s newspaper article in the 1970’s and the Ortiz’s family history, in the late 1800’s, Bryan saw a 6’1 tall, young railroad worker, with a signature large sombrero, named Carlos Ortiz. The town paper, many years later, recalled him as one of the first Hispanic settlers (his family counters he was the first Mexican settler) who had brought rich history to Bryan through his weekend gatherings for Sunday dinner of serving chicken, rice and beans, vegetables, and tortillas as the children played, the adults socialized, and the elders told stories.

Family beginnings Melissa recalled the beginnings of her family as it related to the restaurant.

My grandma and grandpa they were the first Hispanics in this community, yeah they came in the first settlers in Bryan, Texas. I don’t remember them. Well I remember my grandma, she passed away when she was 95 years old. She still smoked Camel cigarettes and she was blind. Yeah she was real tough. “About grandpa, he was the first one to open up a Mexican restaurant right down the corner there by the railroad track” (stated her uncle who later joined the interview for a brief three minutes).

And uh my great grandfather and my grandfather, let's see my grandfather and his brothers, they were fluent in both English and Spanish and uh a lot of the immigrants that would come to town, they would tutor them and help them get their citizenship. They've done a few stories about my grandfather and my great uncle; I think it's at the Carnegie Library. My great uncle named that, the Navarro school, when discrimination, [was prevalent in the town] it's still there.

She recounted a specific childhood experience of racial discrimination that was common in Bryan at the time.

I remember in 1978 and I was in the 5th grade, Mr. Adams, he said 'okay the nurse is coming in and if she calls your name out, it's a new procedure then she'll check you off'. And this was in the classroom in front of all the other students, they were checking hair for lice, and only the Hispanic people were called. By the end of the day, my great uncle, my grandfather, my dad, all the people that were strong leaders, the movers and the shakers in the Hispanic community, they didn't appreciate that one bit. I mean they went...next thing you know they apologized, I mean the damage was done, you know, but it was just a lot of ...that gave my family more fuel, more fuel to show the community that 'we're not trash, we're not dirt'. I'm just proud, we're real proud of our family name.

This example provides a background of understanding of the Ortiz family legacy and their tenacity but also illustrates how experiences have led to the construction of the family legacy, value system, and beliefs.

Personal beginnings

As a female growing up back in the day, the men, the elders would always focus and concentrate on the boys, the young men of the family, my cousins, the males. The women were taught, you know, we're supposed to get married and have the kids and keep the house. They never took us under their wings and gave us that push or you know as a female "you can do this".

Back then I never really thought about a career. Through it all, I had admiration for my mother. My mother has always been a very kind and loving woman, hardworking just always ready to help and just real patient. And just to see the struggles she's been through, her father at the age of 30 became a quadriplegic. He had worked for the railroad and had gotten and had fallen off the boxcar and that paralyzed him. They were all real young at the time and it was nine brothers and sisters and my grandmother, total. She didn't neglect them but she focused all of her energy 24/7 to my grandfather till the day he died, so all the brothers and sisters had to fend for themselves and help one another. So everyone had a role in the family. My mom was the cook and my aunt, the one that's the seamstress now; she made all of the clothes. When it's all said and done, knowing all the struggles that all the family has gone through and she still, she's still here. She's been having some struggles, dementia is settling in but I admire her because she just never gave up.

Family environment

My grandparents, my great uncles, and aunts always said “you can do anything you want”, we always had positive role models in our family. My family has always been go-getters. They have always been in business of that nature and I had an aunt that did hair and I always looked up to her and I think that’s why I went the route that I went towards. But I have uncles and family members that are attorneys and doctors and we are all from the West and yep we were never told ‘you can’t, you can’t, you can’t’, so like we always say ‘we all came out the hood’ we’re from the Westside, we all made it. Still makin it but we made it you know. They were like me and my first cousins, it’s a group of us that are all about the same age, we’re like 48 and so we were born and raised on the Westside, and they were the babysitters, my great aunt and uncle. They lived next door, it was two brothers and they lived side by side. And so my parents always worked and they would drop us off.

My grandfather, we couldn’t go play until we read the newspaper. He would want us to read the newspaper and wanted us to keep up with current events. And we would say “alright we read it” then he would quiz us on it, so we couldn’t get away with not ...so that was like uh, and even to this day we have to have a newspaper.

Existence of career influences and role models

Gosh I always admired my grandparents and my great-aunt and uncle and them my mom. My dad had five brothers and they all had scholarships either to a

junior college or a university. But it was my dad, was an excellent pitcher and I have customers that come in here and say your dad did this and did that and so I didn't realize how good he was or what he achieved back then until now. And then uh my great uncle retired from A&M and he started up in the chemistry department and by the time it was all said and done, he was head of the department and retired from there, so they leave a mark.

My family has always been very helpful and involved and I do have one that's on my mom's side, my mom's sister now works for Paramount Studios. And how she got her start was when Selena was starting up, and my mother's sister was a seamstress. She was also a band promoter and that's how she got to know Selena, cause she would bring her here. My dad and his brother also owned a dance hall and so they would come to town and so through the years Selena would send my aunt sketches of different outfits and stuff and my aunt would make these uniforms, so whenever Selena died, the producer of the movie wanted, got with her parents and wanted to know who made, these outfits. They were like 'it was this lady in Bryan, Marie Torez. And so they contacted her, she went and made replicas of all the outfits they wanted for the movie. She's pretty famous within our family and within the community, they know of her too. So it's a lot of neat stuff.

Career ambitions

Back then I never really, yeah I never really thought about it. I was pretty much born into the business and so I guess I never thought I would actually come in

here and take over but I thought about it in probably high school level when I said I'd always have this to fall back on. Actually, in high school I worked at Belles department store, Tinlee's chicken, like a fried chicken place. I always worked for my mom and dad on the weekends or when they needed me. Then I went to beauty school doing hair. I guess I always wanted to be in the beauty industry. I was a hair stylist and I managed salons for 25 years. Then I came eight years ago and took over running the restaurant.

Pressure

No pressure really, um well cause I'm the go to person in my family. Well my dad wanted me to go to A&M being in this town and we got a house full of family members that are Aggies. You now when you live in this town you are born an Aggie. There are several family members that could have really made something for themselves but they just settled. And there was another handful and they were pushed and pushed and pushed, you know, and they're very successful and we are all different. But I guess we kind of fed off each other, so we see so-and-so is this and we were kind of like that energy, you know, so it was kind of, it just depended on what was going on at the time.

Support

Well we're a close-knit family; we always encourage and talk about what we can do to be better. We have never been negative, we always been positive and supportive of everything. We got a lot of encouragement and guidance. My parents always worked, they were always busy and it was mainly my

grandparents and my great aunt and uncle. We got a lot of encouragement and guidance from them because they were hands on, they were the one. You know and they have always, my grandparents, my great uncles and aunts always said 'you can do anything you want'.

I just always wanted to do makeup and hair and all this stuff and so my dad would always say 'you not going to do all this stuff' and this and that and anyway I ended up being very successful at what I did. So then you know he backed off. But you know they were disappointed and were not discouraging in what I did cause they knew I was a strong woman. I took it to the top.

Family values

To be humble, to be honest, never turn your back on someone in need. My grandparents and my great aunts and uncles that lived side by side, people knew they could go to them for financial help or food. They never turned their back. They showed us not to take anything for granted. Hard work and determination, nobody gonna do it for you, it's all up to you as an individual and so this, all this different types of traits and to be helpful and give back. Gosh let's see, staying humble and giving back pretty much all those and I would say aggressiveness and don't be lazy. Don't waste your life away, don't burn daylight, there's always something to do.

Sense of belonging and community

I can remember as a little girl, my grandmother going to her kitchen and getting a grocery bag and putting whatever she had and loading it up and giving it to the

lady at the front door. And I've seen my dad, my parents as they started, they had a business you know, a little ways down but then we came here. The mission used to be down the street but they've moved it. Since then my dad would get a lot of the mission people and they would come and they were hungry and he would never turn them down. He would give them a hard time and say 'Ok well go out there and sweep. Here's a broom, you gonna sweep out there and clean this window and I'm gonna feed you' and then they just showed us not to take anything for granted.

My grandfather, his father, my great-uncle a lot of these Hispanic families here in town wouldn't have gotten their citizenship, like I was telling you, they tutored them and they even drove them to Houston and they didn't charge them. They would try to pay them but they would tell them 'give the money to the church' cause at that time they were building a Hispanic church because back then there wasn't. I know my grandparents and my great aunt and uncle they were in this community. Being that my great grandfather was one of the first Hispanics in this town.

Pivotal and turning point experiences in career

Well the whole story on that is, um my mom had, she was diagnosed with lymphoma and my dad had the quadruple bypass but they continued and they didn't let, when my mom was down, my dad stepped up, when my dad was down, my mom stepped up. That's when I came in and helped them and I've seen their illnesses and stuff but they're still here, they're still hanging on. Then

it got to the point and they were just gonna shut it down. And we were like ‘no, no, no, you can’t do that’. So when I made the career change to quit doing what I was doing and came in here fulltime, what helped me was that I have always been in management customer service, so I kinda just, it just worked for me. I guess working with people, you meet all kinds of people. I’m just thankful I’m good with people and I guess the service industry. Coming to work is rough because you never gonna know what’s going to happen but it’s fun, you know, it’s fun.

Making meaning of career experiences

I was actually successful as a hairstylist and working here and keeping up with my household. They tell me that God always puts...you know, God put me where He wanted, you know I have three, two older sisters, one younger sister, well she’s 38, 39. I have one sister, she’s got \$5, she gonna spend \$6. My other sister she’s still trying to crawl. You know and so I was the one that my parents would come get. When I stepped in I said ‘look I’m gonna do this because ya’ll can’t close this up’ and I came in here and they just looked real pleased by it and so, they were glad that it was me and not the other ones. I’ve always been the one, don’t ever tell me “no”, because I’m gonna run with it. I’ve always been that one, very stubborn, high strung, never can be still, um I gonna... I want it all done yesterday and so I would say I just learned to...I don’t know, unless it’s just natural.

Being a Hispanic woman I have always and I'm very hardheaded and stubborn and tomboyish and I'm very rebellious because it was always for the boys. And I would fight them and I would show them that I was better, so I think that kind of gave me, you know, as a woman to prove myself more. Oh yeah, I can get like a man. I will chase a man outside too. They have to stop me and say 'remember you're a girl'; I can get on their level and get competitive with them on pricing. If I don't know it, I'm going to ask questions, so that's how you learn. You know so I'm very high strung but I, you know, now that I think about it, I run that kitchen!

It's a lot but a lot of these women that work here, I take them under my wing and tell them 'don't ever depend on a man, you make something of yourself'. I see a lot of these girls they come in and they don't go to college and they get with a guy and they get pregnant and all that stuff, and I tell them "look"... I just give them words of encouragement. A lot of them will tell me 'oh we look up to you, you're so strong and you're this and you're that', you know. And I say 'you don't have to be ugly and nasty'. You just have to be professional, show them you're smart and they're not gonna look down on you or belittle you and if they do, just keep on, just give them something more to hate you about'. So yeah it's a lot of work trying to fight these men.

My meaning of success is putting your mind to something and doing it and making it happen whether it's something very small or very big. It doesn't have to deal with money but just starting something and finishing it. Don't be a

quitter. To me if you finish something you started, don't ever give up. I don't care what it is, always give it your best at whatever you put your mind to.

In making meaning of her career experience, Melissa subconsciously embraces the values and behaviors she saw demonstrated by her family members in their dealings in business and through social activism. Essentially, she models what she observed and incorporated in her own way for the causes that were important to her in her daily interactions with staff. In this way, Melissa is continuing the legacy not only through the family business but the family value system of helping others.

Continuance of the legacy

We have a legacy because of our family name. I mean we got four generations of customers coming in here. We've been around a long time and its rare mom and pop restaurants survive. There's a lot of, I mean from where my parents started until now, we've come a long way. There's still so much more to do and so much more to grow. I mean we're not a major corporation. We don't have those dollars or that competition...it's just us. We've come a long way and there's still a long way to go. But day by day it's a struggle and it's a lot of work trying to keep it. I always say this is a monster "the monster" it's still I think, God willing, the next generation after me, hopefully, one of my daughter's will take it to another level, you know. My oldest is a graduate of A&M. She teaches at camp elementary and kindergarten, so she helps during the summertime, and my youngest daughter, she's on maternity leave, so she comes in. She got a degree in biomedical science from Trinity University but she, she's more family

oriented and she's more pride as well, so I think she gonna be the one to come in and take over. Yeah, I hope, so I can take a break.

Summary

Melissa's career story is just another addition to the Ortiz family career legacy of running a restaurant that gathers the community together for food, fellowship, and encouragement. As she stated, her family's legacy is in their name, which is representative of their value and belief system that has fueled their career choices. From the beginning of a laborer who had the notion to feed others, the legacy of the Ortiz family lives on through the restaurant. La Cocina, the heartbeat of the family, exemplifies its beginnings and continues to serve the community. In its fourth generation, Melissa plans to ensure it remains a pillar in the community under the control of the fifth generation.

The Winslow Family: A Legacy of Beauty

Overview The career legacy of the Winslow family is one rich in beautiful history that stretches nearly 100 years old. It is a testament that from a dark heritage filled with oppression, segregation, and discrimination, a sense of pride, opportunity, privilege, and community can emerge for the dawning of a new legacy. This legacy spawned from the notorious career of the pioneer, Madame C.J. Walker, the first Black millionaire, who was a mentor to the matriarch and founder of the Winslow family career legacy, Madame Rachel Crawford. Madame Crawford's leadership in the Winslow's story has been frequently told and researched. The evolution of this family career legacy (**Figure 4**) has received recognition as a staple in the Black Houston

community. In fact, their family history is the subject of a book on the beauty industry in the Jim Crow era.

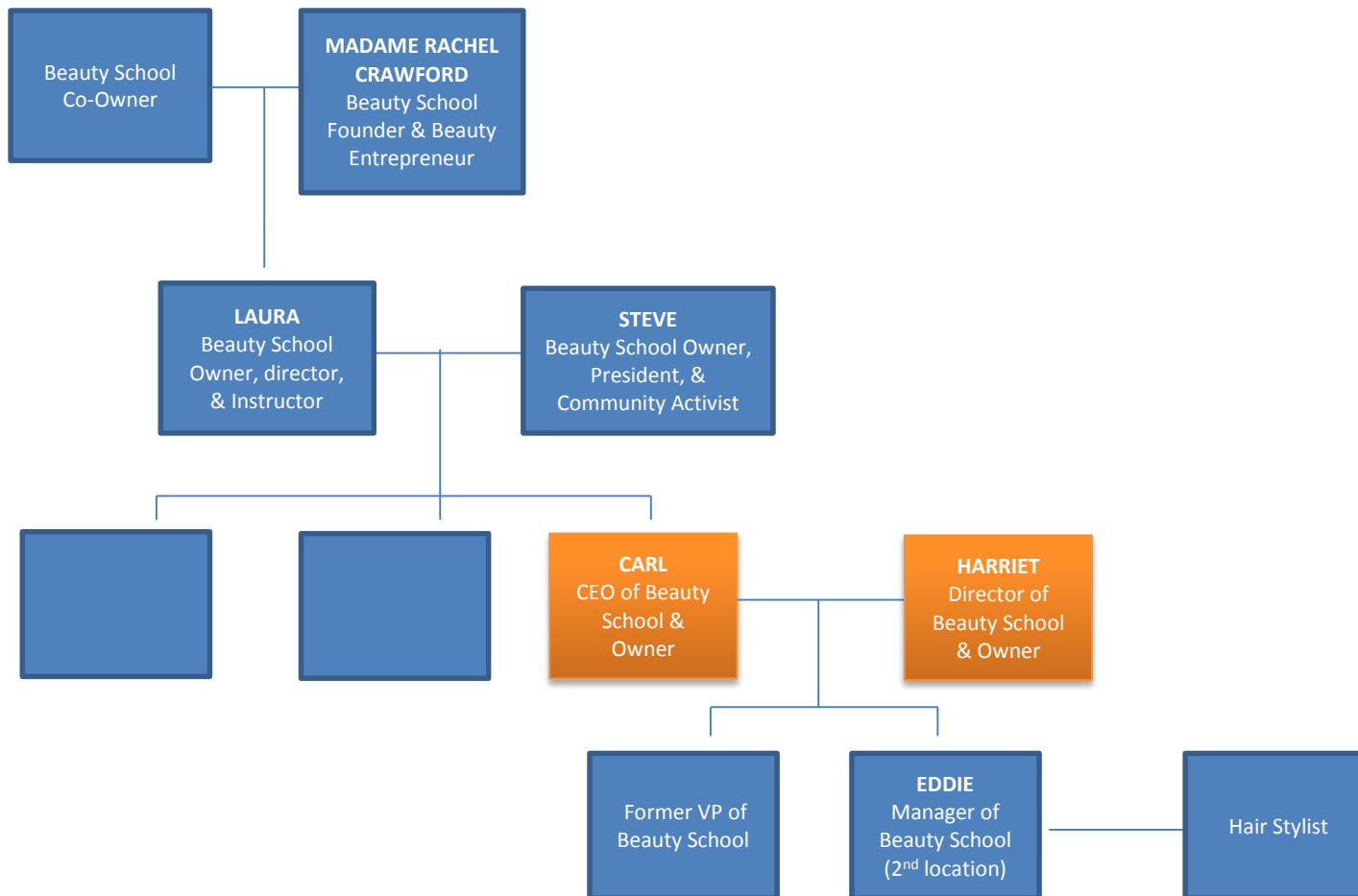
The Winslow family consists of four generations in the beauty industry through the manufacturing and production of Black hair care products, hair styling, and the establishment and maintenance of a beauty school. The family career legacy begins with the entrepreneurial career of Madame Rachel Crawford which began in the early 1900's. Her only daughter, Laura and son-in-law, Steve, served as the second generation establishing one of the first beauty schools for Blacks during the Jim Crow era of segregation in Houston, Texas and elevating the school to a staple of opportunity in the Houston Black community and state of Texas. Groomed to take over the reign from his father, Carl and his wife Harriet began their succession in 1969, and as the third generation to run the family business. The family business, which now consists of two locations of Crawford Beauty School in Houston, have ushered in the fourth generation of Carl and Harriet's son, Eddie, to take the business past its centennial and well into the 21st century. This family career legacy is told from the perspective of the third generation, Carl and Harriet, coupled with historic accounts as documented through books and articles of the family's history.

Legacy history The early decades of the 20th century in America proved to be some of the prominent times for careers and occupations for African American women in the beauty industry (Blackwelder, 2003). It provided a career alternative away from traditional laborious jobs in the fields, factories, and domestic work during a time when racial segregation was at its peak. A particular point in time referred to as the Jim Crow

era, which spanned from the late 1800's to the mid 1960's (Beeth & Wintz, 1992). The Jim Crow laws enacted racial segregation stated as 'separate but equal', meaning that all public facilities, including restrooms, restaurants, movie theaters, stores, schools, housing, and even areas of town in Southern states had designations as 'White only' or 'Colored only'. However, though these facilities were separate, they were not equal, with establishments for Blacks being inferior to those of Whites. This era was the result of white supremacy acts that created an unequal society (Beeth & Wintz, 1992).

During these times, the only businesses that offered specific needs for Blacks without White competition were beauty salons, barbershops, photographers, and funeral homes (Beeth & Wintz, 1992). Therefore beauticians and cosmetology teachers and students found their niche as they began to study and service Black woman, who were eager to patronize establishments that welcomed them (Blackwelder, 2003). Black cosmetology schools and beauticians were able to succeed because women of color held their personal appearance in high regard. Blackwelder (2003) stated "For black women, hair matters embody one's identity, beauty, power, and consciousness" (p. 6). Thus, there became an influx of licensed beauticians who achieved a social status higher than the domestic service but lower than school teachers, who at that time were regarded as legitimate and lucrative professions (Blackwelder, 2003). The expansion of the Black beauty industry flourished as many women traveled throughout the nation to attend cosmetology schools, in search of job skills and employment upon completion.

Figure 4: Winslow Family Career Tree



Blackwelder (2003) summed this family career legacy best. The history of Crawford Beauty School enfold several stories: a business history, a family history, urban history, African-American history, and gender history. It is a history of ordinary people whose aspirations and accomplishments through the Jim Crow era speak both to the injustices of racial discrimination and to the resilience of African Americans' determination to make good in a world that conspired against them. (p. 64)

First generation In 1915, when most Black businesses were barbershops, grocery stores, restaurants and delivers services (Beeth & Wintz, 1992), Madame Rachel Crawford, a student of beauty pioneer and mogul Madame C.J. Walker, started manufacturing her own hair products and teaching hairdressing and beauty care to Black in-home clients via horse and buggy in San Antonio, Texas. Two years later, Madame Crawford moved to Houston, Texas and established a presence there through the manufacturing and selling of her hair and beauty products and an established training program. After such, according to her family, she established the first beauty salon in Texas, located in Dallas and then replicated this salon in Houston, which became and is still known as Crawford Beauty School, a full-service cosmetology school. A few years later, Madame Crawford would move to Chicago, Illinois during the Great Migration (a time period in America where southern Blacks moved to northern cities to escape the injustices of the south and for better job opportunities) to expand her career, where she owned and operated a beauty school and continued the manufacturing of her cosmetic products until her death in 1934.

Second generation While in Chicago, Madame Crawford incorporated her young daughter, Laura into the business, teaching her hair styling techniques, product formulas and processes, and promoting her to vice president and instructor, all before she graduated from high school. To ensure their quality of their products and service and perpetuate their values and practices, the mother and daughter team organized a formal association to ensure standardized and ownership approved treatment methods, that they called “The Franklin Way is the Right Way” (Blackwelder, 2003). This way later would be adopted by others in the beauty industry and become part of a movement that would lead to an association to progress their business and encourage spirituality and prosperity of its members.

A licensed beautician, Laura continued to run the business with her mother, who slowly began to delegate major responsibilities to her daughter and student, Steve Winslow. Steve’s business sense and great teaching and hairdressing skills, ushered him as manager of the businesses operations; after marrying Laura, the two succeeded Madame Crawford as the second generation. Now in charge of the finance and operations, Steve brought in his sister to help with running the salon and her husband to assist with the manufacturing.

Under the second generation, the business grew in all facets. As heirs to the business after Madame Crawford’s death, Steve and Laura left the Chicago operation in the hands of his relatives as a means of financial support. The then couple sought for greater opportunity for the business and moved to Houston and reestablished Crawford Beauty School, in physical form, in a thriving area of the city for Blacks in 1935. The

population in the 1930's for Houston Blacks was growing, making it the largest in the Southwest. The Black community had leading newspapers and publications which promoted opportunity to its readers (Beeth & Wintz, 1992). Blacks in this city were considered enterprising and were committed to education.

Settling into Houston, the Winslow's began to revive Crawford Beauty School. Their hard work and determination under Steve's vision propelled Crawford Beauty School to the largest Black beauty school in the south with a student population, representative of various parts of the country and eager for the opportunity of education, skill development, and employment. Laura served as manager, instructor, director, and vice president, often serving as a mother figure to the out-of-town students who stayed in the school's dormitories. Her nurturing spirit helped with the personal development of the young women.

Steve served as president guiding and growing the business in the community; in addition to the school, they also had three beauty salons. As business prospered, so did his community involvement. As the school progressed, Steve began to make several business investments in the stock market and in oil leases, which led him to be recognized as a pillar in the community and a viable member of the Black middle class. He owned rental properties and was given the award as the Bronze Mayor. He had leadership in local, state, and national beauty industry professional organizations. He also joined the Negro Chamber of Commerce and Phi Beta Sigma, and other groups that promoted African American business success, civility in Houston, and community development. His involvement gained him community-wide respect and his leadership

and involvement in politics helped to break racial barriers in Houston. He even began to seek popularity for his business investments. Through all his various civic involvement and activities, Steve never neglected his role in the school and led the school into success into the 1960's, helping to shape lives of young Black women through a shot at a lucrative career. His management of the school made it one of the most profitable businesses in Houston, which added to the percentage of the overall sales and third largest black business groups in Black Houston (Beeth & Wintz, 1992).

Described as frugal with a generous heart, Steve pledged funds and led fundraising efforts for the establishment of YMCA activities to better the Black community. He was a member and head of many related beauty professional organizations. In fact his civic leadership and community involvement led to several milestones in the Houston Black community, beauty industry, and the City of Houston in general. For example, Steve had gained significant respect, that the Texas Board of Cosmetology agreed to hold its licensing examination at the school instead of at Austin in order to save its students funds in traveling to the capital city to take the examination and Steve worked with the City-Wide Beauticians Association which led to change in state policies in standards and a limit of licensing fees and he united beauty school owners of various races against a bond change. One significant example is his involvement led to the appointment of the first shop inspector of color in Texas, in which he wrote Governor Allen "is gratifying not only to the beauty shop owners and operators, but, is a recognition to over one million disfranchised people who enjoy but little of the full citizenship and economic strength of this great state of Texas"

(Blackwelder, 2003, p. 125). Because of his civic leadership and financial position, White Houstonians would call on his assistance for racial change.

Steve used the standards set by his mother-in-law in the industry to propel race relations and draw attention to politics surrounding the industry and business. He even was instrumental in encouraging Blacks to vote and ending segregation of Houston golf courses in the 1950's, which jumpstarted started a city-wide desegregation (Beeth & Wintz, 1992). Steve accomplished a lot in his 35 year career at Crawford Beauty School in Houston. His legacy was honored for his business achievement and civic leadership of moving Whites and Blacks beyond Jim Crow era.

Together, Steve and Laura took Madame Crawford's legacy and made it a lasting enterprise, graduating 100 to 200 students a year. In fact, from 1935 to the 1970's, the couple is accredited for preparing 25,000 cosmetologists for the workforce (Blackwelder, 2003). Blackwelder (2003), stated "Winslow's tutelage made paths for succeeding generations of African Americans who, in the face of seemingly overwhelming odds, freed themselves from a life of service to whites and advanced into dignified economic independence through skills that they and their clients valued" (p.13). A career legacy that has positioned the third generation for success, as Madame Crawford did for the second generation.

Third generation The third generation of the Winslow family career legacy consists of Carl and Harriet, the son and daughter-in-law of Steve and Laura. Ironically, on Juneteenth, I interviewed Carl and Harriet at their school, which is now located in a plaza in Third Ward, a historical area of Houston known for its high Black population.

This location, though in place many years, is now adjacent from the city's new Martin Luther King, Jr. memorial statue.

I became knowledgeable of the Winslow's family career legacy two ways. A few years prior, I had watched a reality show that focused on the Crawford Beauty School and its students and at that time, I became aware of the family business and its longevity in the community. Secondly, when speaking with a colleague about my research topic, they suggested this family as potential participants because of their awareness of the legacy and the criteria of my study. Therefore, I called the school to schedule an interview with Harriet. When I called the following week as a reminder to Harriet of our appointment the following day, I spoke with Carl and was able to secure an interview with him as well.

The next day, I arrived at the school nearly 30 minutes after its opening to find two students at their stations, quietly styling manikin heads, a man behind the desk speaking on the phone, and a woman stocking a cabinet behind the desk. As I waited to be helped, I noticed how large the space was. There were several student work stations, about four shampoo bowls in the back left corner, a classroom in the center of the back of the facility, and to my very right a hallway that led to offices and other rooms. The walls had typical beauty school pictures of hairstyles, except one which had a collage of articles and pictures documenting the school's proud historic moments.

The man behind the desk nudges the woman stocking to assist me. She, dressed casually with a smock, asks how she can help me. I explain and she invites me to sit as she gets Harriet for me. While I'm sitting, the man who was talking the phone call

comes from behind the desk and greets me. He is a medium built man, who appeared in his 60's, charmingly introduces himself and states that he was the one who spoke to me when I called to schedule the interviews. He tells me how great it is to put a face to a name and then introduces me to his wife as she enters the waiting area. Harriet is a medium-build woman with glasses and a conservative, tightly curled bob with blonde highlights. I follow her back to a spacious room that contains three to four desks and a copier and our interview begins. Before the recorder starts, she warns me that she does not have much time as she has to prepare for a conference call and she can only allot 30 minutes for the interview. Her answers reflect her haste, so we began.

Family beginnings As an in-law, married into the family legacy, Harriet first describes her family-of-origin.

Well my dad, I'm from a family of four kids, my dad was adamant to all of us that we were going to go to college after high school and actually every one of us did get our college degree because of my dad's strong influence on our lives.

Existence of career influences and role models

Well I have to say both my mother and father. Because they were a strong inspiration in my life and they supported things I wanted to do. I think they reared us for very good, because we're all successful. Um the legends would be, uh my husband's grandmother who started the school in 1915. My husband's grandmother, as I said, Madame Rachel Crawford, that's where the name Crawford Beauty School comes from. It's his mother's mother, uh, she started the school back in 1915 on horse and buggy. She would go to homes teaching

people how to do hair cause back then there was no such things as a beauty school, back in her day. And so eventually my father-in-law and mother-in-law took over the business and actually Crawford Beauty School was one of the first licensed beauty schools in the state of Texas, maybe in the United States.

[It was actually] my father-in-law [who] encouraged me to get my cosmetology license once I got married and I was really shocked because I had no desire to do hair or be in the hair business. But I respected him a lot and did what he asked me to do and here I am now 45 years later.

Family values

The values are to be successful to do what you want to do in a positive way and we encourage my son to be successful even though he's smart...sometimes I think he smarter than me and my husband. (laughs) Interactions? Um just encourage each other, don't forget you have a mother and father, you have your children and your children are to um treat you as you treated us and they'll see that coming from you, they'll observe that.

Pressure

There was no pushing me to go in one direction, the pushing was 'you are going to go college!' I feel absolutely no pressure. We're all individuals, we're in different careers and we encourage and support each other in what we do but no pressure. (Seems a bit agitated by the current and last question). Like I said I succumbed to my father-in-law who suggested I get in this business. Powerful? I really don't know.

Support

Just verbally encouraging me, ah both my mom and dad very good parents. Well my mom and dad and my sisters and my brother had no idea that I would change careers after I finished college. They wanted me to be what I wanted to be and I wanted to be a teacher, so they encouraged me to get my credentials to do that.

Making meaning of career experiences

Uh the very first job I had, I was probably, uh, trying to think how old I was... I was cleaning houses, I was in school but on Saturday I would go and clean houses because I wanted my own money. And I made like \$5 a day (laughs) which to me was a lot of money. And so that was my first job and I was and that was while I was in junior high school, I would do that. And after that, um I went to school, college, and I started working at the United States Post Office and actually I worked at the post office and went to college at the same time. I finished college in four years, which people don't do that anymore. They take their time, but you know I was determined to do what I wanted to do. The reason I wanted to work in the post office, I wanted my own car and I was able to that, get my car. To me it was really awesome that I could go to school and work in a post office and finished school on time, college. And then from there I finished college and quit the post office and I got married and actually got married the week before I graduated from college.

The week after I graduated college, got married that following weekend. I'm from New Orleans so moved to Houston and was preparing myself to get a

job in a high school to teach French and that's when my father-in-law encouraged me to take the course. So I took the course, so once I took the course, he purchased a second school and made me the manager at 23 years old. And then, God the students, were not like they are today. Back then, because I don't know at 23 there were times I had to go in the stock room and cry, but I never let anybody see me cry because I had to have this tough image to manage the school. So here I am, like I said 45 years later. When I made this career decision...no the impact was going to be good because I was going to be involved in business.

Harriet's demeanor immediately changes, she sits upright, begins to smile and feel more comfortable.

I love helping people. Our students have so many issues and one of my main functions as director of Crawford Beauty School is to give them ideas and recommend them to go and see certain agencies to help them if they have drug problems and stuff like that, uh but my main, the thing I love most about this job is I love helping students.

Sense of belonging and community

Well I hope the next generation will follow my footsteps and realize that if a student is having issues that's preventing them from trying to finish a course, do everything in your power to help and encourage them and let them know they can be successful in this field but they have to deal with the personal problems first.

Continuing the legacy

Well I hope the next generation will follow my footsteps and realize that if a student is having issues that's preventing them from trying to finish a course, do everything in your power to help and encourage them and let them know they can be successful in this field but they have to deal with the personal problems first. So hopefully, um I can leave my image to the next generation in the fact that I'm known for helping people.

Success is accomplishing what you want to do. If I could talk about it in terms of this particular career, uh come to school, get your license, go work in a salon, and start making a lot of money as my daughter-in-law does right now.

As the interview with Harriet ends, Carl comes into the office area and she yells, "Its your turn!" He then contemplates whether or not he wants to do the interview, stating that he does not do well in interviews. Harriet then says, "This is YOUR family!" and he sits down at the desk and our interview begins.

Family beginnings

You know its interesting cause growing up, my mother and father growing up ran this business as I was a kid growing up and working with them and working with my dad, my ambition was to be involved with the business, not owning it, but being involved because that's all I knew. Yes, as long as I can remember, I'm tagging along with him. My brother and I, um, going to school to clean up and do whatever, I would say five, six years old. Well working with them, being

around the business, I visually saw what the business was and what it did of course in the early days as I was a child.

Carl then recounted some of the jobs he had as a child and other things that stood out to him in childhood.

The manufacturing side of the business, producing the product which was the original inception of the business and that was an integral part of the business side that I knew nothing about, didn't understand as a child, uh but the manufacturing of the actual product as a child, I assisted as a little helper. Cleanup guy whatever and basically we produced the product took it to the school sold it and used it.

Oh well, um my grandmother, Rachel Crawford, better known as Madame Crawford. She learned her art uh by trial and error and some of it was under the direction of CJ walker and she was able to learn the foundationals that CJ walker had and she set out on her own to do her own thing and she developed Madame Crawford's beauty products. From there my mother and father took over and continued the same operation and began the school teaching aspect when it was in the State of Texas in 1935.

Well you know as a child I'm outside in the manufacturing entry plant, which was outside behind the home, as a child and I'm out there every two days, three days a week helping my dad. And my brother and I out there, helping my dad manufacture products, um becoming junior high or middle school kid continued that same course in high school, began to work jobs outside of the

family business, uh grocery store, sacking groceries or whatever. And then and uh I remember at age 15, 16 at the Shamrock Hotel for a period of time. I was a sheltered type of child growing up.

Existence of career influences and role models

My dad only...they were self-taught, uh in the business world. Um and they basically, I think their philosophy, I never knew this, was to self-teach any sibling that wanted to follow in their footsteps in the business. Very hard business, very tough, very hard work, and they were very hard workers. My dad and both, both, my dad and my mom, my mom was low keyed and reserved and very supportive. Uh she was a mom and my dad was more forceful and more vigorous and uh “you can do it” and it didn’t matter what it was. “You not only can do it but you will do it”. You know my dad, being a member of a major association during his tenure, um as an owner of a small business and had friends of real estate and doctors and lawyers and printers and suppliers and manufactures and all the people. I tagged along with him, to be around him, he would take me along quite a bit, my dad would be that person.

Family values

Interaction rules, interesting question, family interaction rules...well a lot of things that old school teachers are always trying, um you know things my mom would say, “stay true to yourself” or I think she would say things like that. A lot of things she would say I wouldn’t remember or understand. My dad would through, I call them innuendos, back then, um work ethics little things like that,

“if a man doesn’t work he’ll steal”. Um a lot of work ethics continuing ‘not to be lazy, get up in the morning, feel proud to be’.

Oh here is a little quick story and hopefully we can end on this one. In high school, after school in junior high school and high school, after school, my immediate task was to leave school and go right to work. At that time 15, 16 years old, um my job was to clean the building up at the school at that time in the afternoon, 2:30, 3:00. One day my job was go outside and wash the windows. The school had a huge plate-glass windows out front. I um did not want to go outside and wash the windows. My ego said “don’t do that cause your friends are going to pass and see you”, was I ashamed? Probably. So the job was to go out and wash the windows, my dad found me in the back hiding and says “why aren’t doing what I asked?” I said “dad my friends might pass by”. He said “come on” and, he was a shirt and tie type of guy, and he rolled up his sleeves and we got the bucket and sponge and things and uh we went outside. He made me go out and wash the windows together and uh his slogan or his implantation for me in my mind was “always remember you have windows to wash and your friends riding by have no *windows*”. And that instilled in me something that I always remember because it was a very true statement cause here I am taking care of a business that’s family owned and my friends are riding and have no business or nothing. So I’ve always remembered that; I’ve passed that along.

Pressure

I don't know if they really wanted us, my brothers and sister, to pursue this career till we got older. Knowing how hard they worked and struggled through the days from post-depression to the 50's to the early 60's, so um as far as education wise, we continued in our elementary education, high school education, and on to college. But nothing being pushed towards any particular career and particular degree. (In response to a later question, Carl stated the opposite after he agreed to succeed his father with the business.) I was thrust into becoming involved with anything that had anything to do with the beauty industry, from national associations to local groups, being involved and being aware of what people think and what people do. This is a pattern that was done by his father when he was president of the school and now this is something that his son, Eddie, is now involved.

Support Regarding the support received from his family, he declared "they were there 100,000%, so anything I wanted and needed I got within reason. Very much handson all the time".

Making meaning of career experiences

After high school, of course um, off to college and of course probably had some menial temporary type jobs. Then I went into as an accountant or a junior accountant at the Medical Center here in Houston at age 20, 21. I was there for about a year and a half to two years and then got married, of course, and after I got married my dad said 'you know it's time for you to take over the business'.

All the time within all these junctures I'm working with the business at some point and not with the business, I'm working with my dad and his real estate investments and that's from cleaning apartments to painting to whatever else. I'm a busy person cutting grass and whatever else.

I felt, you know, once I got my foot, my dad turned the business over to us, unto me I felt I was ready to conquer anything within the business. I had the resources, the exposure to the other schools around the State of Texas, um and I had peers who would nurture me in areas and I was able to pick up the phone and call someone in El Paso, San Antonio or wherever there were school owners, such as myself for information and advice needed beyond my dad's retirement...He was ready to go.

In reflecting on why this particular career appeals to him, he responds, "Ah it's the joy of seeing young people who don't know where their lives are going, have aspirations to achieve something".

Uh it's very difficult and now a days this century to take a, um a young person and really mold them to becoming a professional in the cosmetology business. It's just so much more involved from being an artist and hair designing and hair sculpturing or perming or coloring or cutting. It's so much more involved in the business than just the artistry itself, it takes the whole person and to most schools, in fact I know of no schools that can actually mold a person in all those phases.

It has to come from within and so my challenge has become limited in today's society as to the types of individuals we receive to try to make them...we can make them work ready, we can supply them to the workforce but the survival ratio is a lot tougher now than it was 10-20 years ago, when his father was in charge. The accomplishment that were done for a little, small mom pop business like we are I feel were I feel are astronomical because being the first, um cosmetology school in the State of Texas of any color ownership, one of the first in 1935, um being third generation now and fourth generation being in the business and knowing that Madame Crawford started in 1915 and the institution is still surviving in 2014, we're 99 years, is quite an accomplishment.

Sense of belonging and community

Being an educational institution our goal was to train people to become professionals and go out into the work world and survive. Um so after completion of that training and goin out in the work world, we followed up with things such as our own person, our own company alumni association which is a very active, integral part of the graduates continuing their act, their studies.

Pivotal and turning point experiences in career

Oh well the Vietnam War, I was, I had gotten my papers to be inducted right after I got married. Um and right after that our first child was coming and I'm getting something that says "report" and I did not want to report and I was very afraid. I was a sheltered type of child growing up and had um food water and a roof over my head and had no idea what military life was about and had no idea

what the Vietnam War was about...a bunch of people fighting over in another land. So uh that was a very deep challenge to me, I was not selected to go and I pushed forward to stay in Houston and continue to build the business.

In the year 2014 as we are now, the overall sustainability of a business like this, a small mom and pop type business is extremely difficult to operate. The pressures of the government, the pressures of big educational institutions, they gobble up the large resources that are available even to small schools, makes it difficult to sustain. You have to sometimes, instead of expand, we're in expanding mode, which is something that I want to do, but we're more in less in a slowdown mode or a scaling down mode at this point in 2014. Next year who knows?

Continuance of the legacy

Well there is only one really that aspires to be better than my dad or myself and that's my son, Carl Jr and he will be and he is becoming that. Of course my wife, Harriet and I took over in 1971. I believe and uh its third generation. I would think that my son, Carl Jr, being involved in the business and actually managing our second location right now currently, and he's at that capacity 100% right now, and it's his total responsibility to make that institution survive so that would be the one, Carl Jr.

I think his challenge is to surpass anything we've ever accomplished. Um from being involved in national associations to being elected to this officers and having traveled all over the United States to visiting other schools across the

country to being involved in a lot of local activities and fundraisers and some degree of philanthropy, uh giving back to community, community involvement being on the boards of YMCA, and the women's home, etc. etc. He wants to surpass, my son Carl Jr., he wants to surpass all that and we're an inspiration to him and the things that we've done.

Here the pattern of Steve's and Carl's involvement in the community has been observed by Eddie and is testament to following in the footsteps of his father and grandfather and associating the involvement with these organizations as part of his career identity and what it means to be president of the school.

He continues,

Well I hope to leave for my siblings or my two sons, one is totally involved in the business the others have moved on at this point but that's okay. The ability to understand that you have to keep up with this business is not something you can just sit aside and let someone else run it. You have to be hands on, you have to understand every avenue of how it works, and he [Eddie] knows that, he understands that and if he continues then he'll be successful.

What was interesting is though Carl expressed some reservations in doing the interview, he was honored to have someone to research his family career legacy. His face would light-up when he told me stories, especially those of his father. After the interview, he spent five to ten minutes telling me where to find additional resources to learn more about his family and how he wanted to find a way to teach current students

the history behind the school for them to fully understand the purpose of Crawford Beauty School.

The Hanks Family: Bringing Legacy to the Community

Overview The Hanks family career legacy spans over 100 years in a small, community-oriented Texas town, with strong values and southern traditional ways. Beginning with Rudy, a German immigrant who migrated to Texas with a strong sense of community and business acumen, the Hanks family embodies legacy with each generation succeeding in the family's established career path and value structure. From Rudy's entrepreneurial endeavors that employed many of the local town residents to his son Clifford's legendary career in public service in the same town, the family's career legacy was created and is maintained by the second and third generation of community bankers (**Figure 5**).

The career stories of this family career legacy are told from the perspectives of the second generation: Cliff, Clifford's only son, who is the Chairman of the Board for Vision Bank and Theo, Clifford's only son-in-law, who is the immediate past president and CEO of Vision bank, and the third generation: Trey, Cliff's only son, who is the current president of Vision Bank, and Elvin, Theo's son, who is the vice president of Vision Bank, who are both in their mid-30's.

I became aware of the Hanks family from a relative who, familiar with my research study, worked with Elvin and knew of his transitioning to become vice president at his family's bank. I contacted Elvin via email who eagerly agreed to do the interview two weeks into his new position. After conducting further research on his

family, I reached out to Elvin sometime later for assistance with contacting other family members of the bank. At that time, he helped me to secure interviews with his father and uncle. It was Cliff, who then suggested that I interview his son, Trey, to complete my interview process. I interviewed all four of the Hanks at Vision Bank, which is a big, four-story, rectangular, brick building that sits on a major street.

Start of a legacy Brenham, a small town hours away from three of Texas' largest cities, is the setting for this family career legacy. A town of less than 16,000 residents (U.S. Census, 2010), is described as being historic, tranquil, and unified, where men once used to gather at local cafes to talk about the news, politics, livestock, and farming. At that time, Brenham's economy included ranching, cotton farming, and oil production (Dippel, 2002) and the entrepreneurial ventures of Rudy Hanks, owner and founder of a wholesale company and a coffee company that originated a national coffee brand. Regarded as a brilliant man, Rudy spoke four languages which allowed him to communicate with European immigrant farmers and merchants who had settled in central and east Texas because of the bountiful farming conditions (Dippel, 2002).

During this time, the environment in Brenham was one of pride, hard work, tradition, independence, and religion, where neighbors helped one another and embodied the Texan culture and origin (i.e. the name Texas is derived from the Tejas Native American tribe which translates to friendly) (Dippel, 2002). This environment found comradery between families and business as children were expected to assist with their family's livelihood. As such, Clifford was no stranger to working at both of his father's businesses. In doing so, the Hanks' value system, rooted in Brenham and Texan culture,

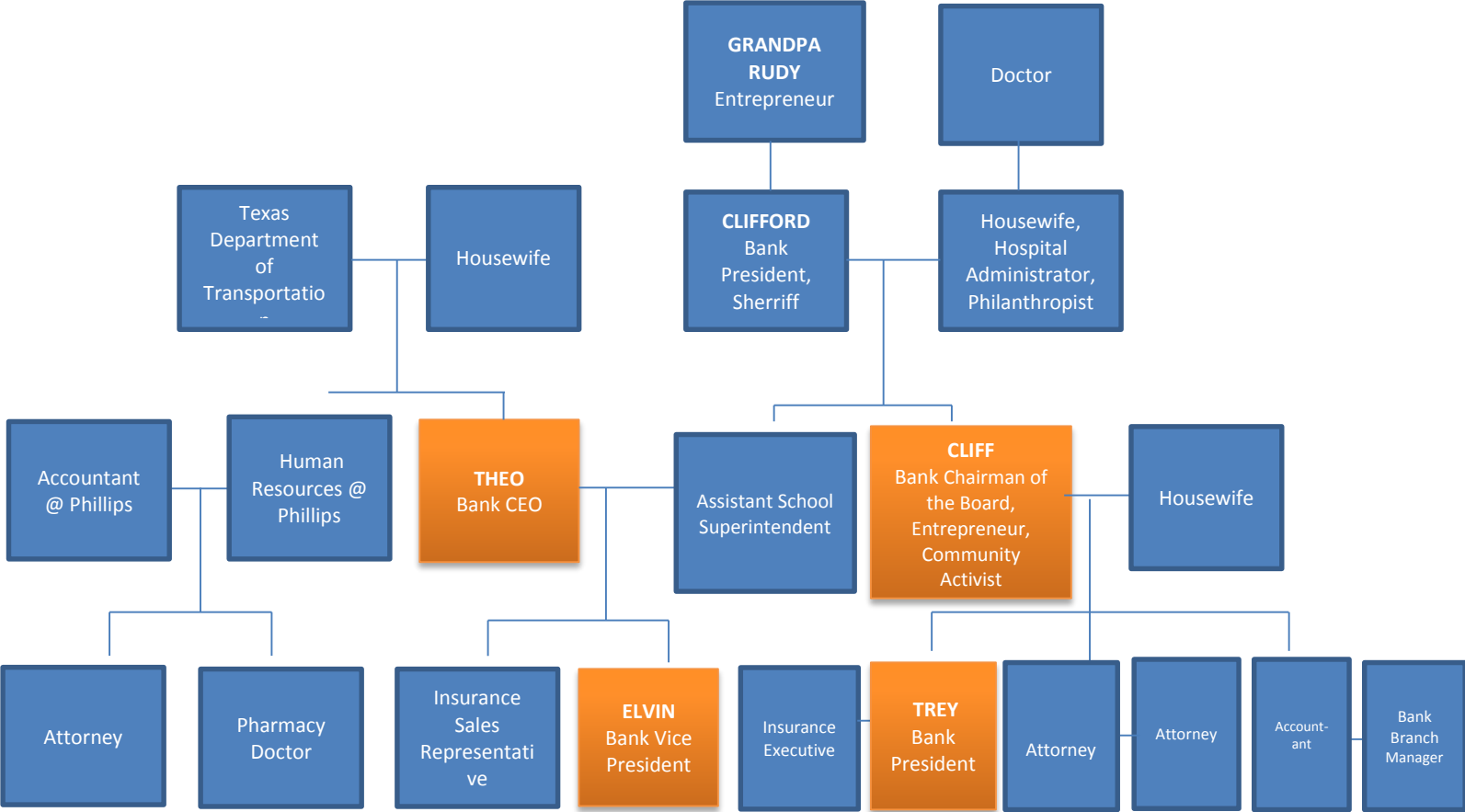
was manifested by Rudy a businessman who imparted these values to his son Clifford and then Clifford to his son Cliff.

Cliff recalled a story,

Grandfather Rudy Hanks, started the Brenham Wholesale and one of the things that affected Dad a great deal, that I think affected me, is Dad was a great football player, he was playing at the University of Texas and the Depression hit and Grandfather Rudy had to fire about half the people that he had and let them go. And Dad had to come back and save the business during the Depression.

One of the first things he had Dad do was to take a knife and crack some eggs, not to badly, and put some slices in flour sacks, and not real bad either. And Dad thought maybe his father had just lost it (laughs) and said “Dad why am I doing this?” And his father said “Son, now there’s one thing you need to understand and I think is very important, that in life there are different things that make people do what they do’ and he said ‘the great driving force is dignity’ a man’s dignity”. And he said, “you’ve got to respect that for every man and whatever you do and how you do it and it has to be that philosophy and that approach”. And he said “the people that I let go helped me build this business”.

Figure 5: Hanks Family Career Tree



He said “I can’t keep them with the half that I’m hiring and paying now, I won’t be able to afford them either. We’d go under. If I also tried to give them things, half of them wouldn’t take it because of that dignity and the other half that did, would lose that dignity. So I owe it to them to try to make it possible to recognize that dignity and help them. If I have damaged goods, I can ask them to help me move some things and give them that which I do, what I’m obligated to do and they keep the dignity and we do the things that work”. He said “that’s why you need to do things and do it well”.

Beginning of a career legacy This story of business values stuck with Clifford even as he transitioned from running his father’s coffee company to pursue his calling in public service, where he ran for sheriff and won. Clifford, described by his son as a large man, standing over six feet tall and 240 pounds, with scarred hands from bouts in his law enforcement duties and WWII, was intimidating in presence. Cliff compares his dad to the fictional, crime-fighting sheriff John Wayne; stating he looked, walked, and spoke like Wayne, the only difference was Clifford carried a long ten-cell flashlight nicknamed “the light of enlightenment” instead of a gun because he believed that violence was not a resolution. In his job as sheriff, Clifford sought to build trust between citizens and law enforcement with non-discriminatory practices, training of youth, and a disregard for mistreatment of others. Clifford’s courteous but no nonsense demeanor led to him earning the moniker of “The Peacemaker”, which is now an award named in his honor given to Texas law enforcement officials that demonstrate his career mantra of “you have to try to bring out the best in man not the worst in him”.

After a legendary career as sheriff, Clifford made a pivotal career change to become a community banker at Vision Bank with the purpose to provide for the future of his family and the Brenham community. Vision Bank, founded in 1933, is a staple in Brenham, known for its old-fashioned hospitality, quality service, and heart for the community. Even presently, Vision's mission is "Our people, our service, our best". With three branches in three nearby towns, the legacy of the Hanks family, started by Clifford through his leadership in the late 1950's, 60's and early 70's, still lives on in the memories of his children, grandchildren, great grandchildren, and community.

Clifford's career legacy was passed on to his son through what was a generative epilogue of values, reflection, and advice for his son Cliff, in the final days of his life.

He said

The most important thing I can leave you is a good name, and I think I have done that. Your mother and I have worked and saved a long time to create this beginning for you and your sister. Home has always been the most important part of our lives and should be yours. We hope we have taught you the importance of our values and passed along our heritage. You have an education that will help you achieve what is really important in life--being a responsible citizen, loving husband, and sensitive father...What I feel I will be leaving you is an opportunity—a start from which you can make your own mark...All we can do within our life span is to make the world better than it was when we first arrived...Teach your children the ideals you think are proper. Give them the best values that you can. And teach them how to judge what is best for their lives and

nation. We must try to make every generation's character better than the one before it and build a higher standard of living through wise policies. The rule of the world is not just to take from life, but to put something back.

Second generation Those final words from his father have affected the life and career decisions of Cliff, who has written books around the values his father taught him and expressed before his passing. Cliff, a jolly man, was very warm and friendly when I was introduced to him by Theo, who escorted me to his office. Cliff, who embodies the Texas culture, greeted me with a firm handshake and a southern accent. His office was a suite, which contained an area complete with a receptionist area to the far left and an open waiting area occupying the rest of the space. Numerous plaques and pictures decorated the beige walls, documenting the various international, national, and local interactions Cliff has had with various organizations and people. Beyond this first area was his office, another large space filled with trophies and framed wall certificates acknowledging his many achievements and organizational and community involvements. He had a mahogany wooden desk that sat directly in front of large, bay windows with a mahogany matching wall cabinet to the right and a small round table on the left with two regular office chairs. His office seemed updated from the drab décor in the bank lobby. He offered me seat at the table to conduct the interview. Here, Cliff narrates his career story.

About first generation

I think the family area was important because I had a good amount of respect for Dad. For 20 years he was a sheriff in Washington County and it was only about

for 12 years he was a banker. But what he liked about banking and emphasized is that it was a really good profession because you could serve the people. And it was a case impart where you risked your own money, you weren't making money off people but with people and that was particularly important to him. He also greatly liked the fact of dignity. The bank may have been a small bank, but he was president of a bank and he had the opportunity to do what he wanted to do. He could be an independent type person. Now it didn't make that much money but it gave you the opportunity to do the things that you felt were important, that were more of what you valued. A lot of the things in our family, I think that he taught me and my mother taught me learned a lot with people.

Family beginnings

Dad had been in the military, mother had come from a family of doctors and so she was sort of cultured and Dad was sort of reality of hunting and other type things. Mother had a...they were both strong personalities. And they were equally important to what happened to us. Dad was 6'3, 240, uh the Rangers called him "the Peacemaker", the sheriffs still give an award in his honor called the Texas Peacemaker Award because of his toughness. He was a trained commander of war, very tough man. Dad was one of the gentlest souls, nicest people you'd ever run into but tough as nails. Mother was very cultured, very refined, from a family that much more focused on us being sure we got our schooling, our education... We had two very different influences but very important ones that shaped a lot of what you ended up doing. They spent a lot of

time helping me with learning, got me to understand how important an education was. They were sort of opposites that attracted but they had the same values, it gave me a very balanced upbringing. So to a large extent, it was a solid family of values.

Oh grandfather, Grandfather Rudy was a founder of the Brenham Wholesale, he was in the book of the, the...Stephen F. Austin the major business man of East Texas. Uh so he was fairly legendary, he spoke four languages um in billing and wholesale. My grandfather on my mother's side died at 42. He had gotten exposed to a very lot. He was an extremely well known doctor; there were probably seven Drs. Walters, all the doctors. They were a large medical family. He had trained a lot of the people that had the fevers, plus he had got pneumonia during WWI, so a lot of that effect probably got him and he just had a heart attack. But he was, probably his best friend was Dr. Scott, from Scott and White, were doctors so he would have been a very prominent doctor had he lived cause he established a lot. So most of the family has had, in one place or another, we have achieved a genealogy that goes back on both sides kind of *tracing some of the history* because I think it's very important for people to know from whence you come. And it's not just the genetics; it's a lot of the values.

My family, I grew up in a garage apartment. Our families had had money but Grandfather Walter died at 42 (laughs) so the Wholesale rested on this, it wasn't like they hadn't great educations but they built everything on you know what they had. And we sacrificed in order to get there. It was sort of my job to

keep sacrificing; it takes two to three generations of a family a lot of times to build things.

The things that helped build Brenham were a lot of banks took a lot of risks in the beginning to bring in the jobs. The rest, it was two or three times the size of the other cities. Back then that environment of economic growth that you kinda had to do this. Texas was moving out of just rural agricultural deal to getting more involved in the world and had to have more of the economic development, so that became very key.

Existence of career influences and role models

The main thing is I really enjoyed learning. What Mother and Dad, probably Mother more than Dad, emphasized to me is that you never can quit learning. The more you can understand, the more you can get, the more you can gain and knowledge is what matters. So once Mother sort of taught me that, Dad taught me the realities of life of how you actually have to look at the world and participate in it and not to be afraid of it but to charge forward, cause temperament is very important. Having a focus or an ambition for the future, Mother gave me, having a temperament and a reality perspective, Dad gave me. And the two kind of combined in me that, you know, I love learning. That's why I gotten involved in a lot of different things in that direction since then. Dad was a significant influence, I worked at the bank in the summers. I learned a lot more about how banking worked. Two or three of his friends were fairly major investors that taught me a lot about, got me books about insurance companies,

the new gold of the future, and how different things worked. So I got a little different impression of what probably was of interest to me.

Family values

I think Dad emphasized dignity, integrity, honor, and um the particular values of conscience. If you had one area that separated two things, you have, you live your life by conscience and convenience. Dad, when he was sheriff resigned so he could go to WWII. So that value orientation probably more than how much money you made and I mean he did well and we've been successful in what we did. But that isn't what drove why you did what you did, the motivation. They never were that interested in maybe how much money we ended up making but were probably much more interested in what people not so much thought but what we thought of ourselves and how things came about to get it done.

The whole bank here is a family, so it's not just our family. So we try to teach everybody here, we try to do what we can do for their different directions. It's what values fit in, goes back to Dad learning from his father. Dignity is what matters and relationships is what matter.

Pressure

Compared to Dad, probably, I just want to keep, he made it real clear to me, he was giving to me a very good name and I better keep it straight and I don't want him to roll over in his grave or look at me from above, so I think that's important. With Mother I think the issue is kindness. Mother was one who really, she would make cookies for the prisoners in jail and Christmas. She was just a very

kind Christian person and believed in a lot of different type things. So I believe I feel a constant pressure to help start charities, like Caring for Children Foundation. I spend a lot of time at the Covenant House and I think compassion is a very major part of conscience. Conscience is obligation and its compassion combined. And those are some things that matter a great deal. So I think there's a lot of pressure in the sense to me, I understood in the concept of my family's generation, shame mattered, you had a sense of a certain obligation you had to do and I don't know if that is prominent any now as it was then but it sure stayed with me. The concept of guilt of doing what you needed to do and why you did it, motivation.

Support

Oh they were very supportive. I think there is a very fine line that's critically important between those two. Some of my roommates' parents in college would even come up and help them on projects. Dad was very supportive and they wanted to help me but they also wanted me to understand and get the independence, and I had to learn it so that I could handle it on my own. So there was a very fine line, whether I needed support or help, it was always there and I knew I could get it. But there also was a very conscience effort to make sure that I got a broadened education and understood how to work with people and work with situations, so it wasn't an overly protected one. But it was a very knowledgeable one that put me out there to help me to do it and learn it. The main thing we found a long time ago is Dad sort of told me that I could, he would

support me in any way you wanted to and he'd help me in any direction, we'd do some things together.

Sense of belonging and community

In each case, we've had in our family, speaking we have three kids. My oldest daughter is Meg, she and her husband are both lawyers, they both have business degrees. They're both in Austin, he's general counsel uh security counsel for Freescale. Trey is here and they have three kids. Trey is here with his wife Sunny. She's an insurance executive, he's at the bank. Then Atkins, um my daughter Lynn works with the local accounting firm, um her husband runs our Bryan branch. I think the thing we've found is how do you combine and continue to work as a family unit. Um in a lot of cases everything we've ever done has been more or less oriented people could have their own choices in what and where they wanted to go. But opportunities if they wanted to do some of these different things, that everybody would try to help them accomplish what they wished.

I think what I said before, it gives a degree of independence. It made me a president of a small bank, but at least you're still president of a bank. You've got a sense of dignity that matters, you also got why you do that matters. You make money with people rather than off of people. A lot of professions are selling something that are here. Here if money gets lost, it's our money mostly, capital. It's not somebody else's so. We had a case, that's why I would never want the bank to fail, the rest of the good things that sense of honor kind of

matters. So you have a case that you want to get at least through, so you feel that you have an unfinished thing, you wanna still solidify with everything that's there is important.

I've been spending a lot of time with different groups trying to help build bridges. And I think that if there's a deal in life that I like to kind of finish. We've taken on a financial literacy project that uh is trying very hard to look at how do you educate. If you look at, we can't make a lot of successful loans to younger people because it's their credit is already ruined by the time they come and rules tell us you need (laughs). You have one set of rules to protect consumers and you got a case where the kids have been given student loans and everything else before they get there.

So I got the Texas Association of Business Tier, which is an educationally form group, I got LULAC, um Cesar Chaves, I got the Independent Banker Association, the Texas Bankers Association, the Council on Financial Education, um Blue Cross Blue Shield, um whole bunch of others that we are trying to put on a literacy project, it's called the Dignity Alliance. What we're trying to do is get the right curriculum put together that will let kids understand the importance, they will understand finance and how to do certain things in order to then see what opportunities are there, why education is necessary. In order to then, like LULAC says, to keep dignity. And that's something I'd really like to see, we got working on it quite a bit, Trey's helped with it and it's not any organized effort beyond something that really matters cause most of the families.

The biggest problem that kids have is maybe the families themselves, haven't had the perspective of given the certain ambition of what you can become. It's not as much ambition; it's an understanding of what you can achieve.

The whole bank here is a family, so it's not just our family. So we try to teach everybody here, we try to do what we can do for their different directions. It's what values fit in, goes back to Dad learning from his father. Dignity is what matters and relationships is what matter.

Making meaning of career experiences

My earliest career ambition was to be a chemical engineer. I had done really well in high school in math and science and everybody said that was THE great thing and that was in the early 60's. I was an Eagle Scout and got my palms and they had a dinner for Eagle Scouts with put people with your likely profession so I went ahead and basically at that point and time, this was probably high school, visited with a chemical engineer in Houston at one of the Eagle Scout banquets. I thought that was what I was going to try to end up doing then it sorta changed on the way. I think there weren't a lot of people that were familiar with it, at that time it was very new. And I got more interested in practical things and politics, law, and banking.

The more I ended up...when I first started going to college I did quite a bit of debating, uh, speaking events, I just enjoyed more an involvement with people. And so in the choice of things as I moved forward, I moved more

towards business. Dad was a significant influence; I worked at the bank in the summers. I learned a lot more about how banking worked.

You know looking at different universities, he [Dad] had read at one place there was a Dr. Conrad Dungs at the University of Texas. He had been a person who had sold cars and was very practical. Dad read a couple of articles and one of these fellas out of Harvard, basically was all theory and Dungs was talking about 'here's how the numbers work'. (laughs) He said, 'I think you ought to go and work for this guy'. (laughs) So one of the reasons I went to the University of Texas, uh there George Cogminski just got to be the dean and started IC squared and that's when I had the 4 point. They hadn't had one at UT in a long time because Dr. Jasmine Dons, the head of business communications didn't believe in giving A's and I was the only A she had given in a long time. She loved the fact that I was an old debater. So and the way I wrote was just her style, she was a debate coach.

So I got an "A" then and Dean Cogminski sorta adopted me and helped me all the years that we started the [TX] Lyceum (an organization which brings together political, racial, and social leaders to understand each other and find a vision for the future of Texas) and the other type things that occurred. So I don't think that there was, I understood because of the fact that I did very well on all of my ACTs, went to the National (inaudible) Foundation, I understood all of the opportunities out there but I loved Texas football team. Dad had gone to Texas,

so it was a case that I was probably looking at, and they had a great business school and so I decided then that's probably really what I wanted to do.

Because I learned banking, I worked in banking my summers, when I was in high school. Basically, I've worked in the bank sorting checks for my summer deals. It looked to me something that I had kind of enjoyed. I think Dad had looked at me to probably come back but didn't push me to do so and so I had, I thought about probably being a lawyer and he thought it would be good for me to be a lawyer as well. So um, I went to the Navy for the Vietnam era. I was in the thing called the Insul 95 program. This was, I would've thought that since I had four points at UT, that I could get a pretty good choice of where I could go and the Army felt I would make a an excellent infantry officer and the Marines the same way. And the Air Force thought I'd make a heck of a pilot and the Navy thought I'd make a heck of a lawyer. So I thought, hey you know they probably (laughs with researcher) appreciate my talent more than these other guys do. So I became a part of the Insul 95 program, which probably the most select group the military has put together.

There were 120 to 30,000 people, they took 80. Everybody there was pretty much a valedictorian of their class or university. They were building, before the Navy had legal specialist, so this was part of a program they had to build the judge or the general core of the Navy, similar to what the Army built, and so I spent part of my time in that program in the Navy, which taught me a lot about honor and other type things. But that program was very unique in shaping

me because you had 80 really smart people competing against each other, some from north, south, different directions. The first time I had really been intensely in with a lot of people that thought differently than I did but still were intelligent people. So it taught a lot to me to look at diverse type thoughts and ideas and there aren't just right answers, there's a way of thinking through to get things done. Career wise that Navy experience shaped me a lot.

I went to law school after and part of that, and the Navy, was in the Navy before I went to law school but uh I enjoyed law but it just wasn't the same. But I didn't enjoy it as much as the independence of the banking. At one point, I had not only a law license and practicing law in the courts, I had a security license, a real estate license, an insurance license and a variety of others. When Dad died, Vietnam was over, they didn't need, they preferred to have line officers rather than jag officers. They were happy about when I went to the Reserves, so I ended up going to the Reserves bout, gradu..I left there a lieutenant commander, I stayed in the Reserves for a long time.

Oh, I think that Dad, it was always perceived that Dad would like for me to come back and run the bank. So I think that was always a little bit in the back of my mind, whether we did that or not, that was not a driving factor because if I could find a better thing somewhere else, or if I was gonna do this. And in part what Dad didn't but Mom didn't want me to do, they felt that Brenham might be a little limiting. Because of some of the other records I had had and what other people told them I could probably do and so they didn't push that at all. Um and

I really didn't decide to come back and do the banking here until Dad's death and I had to come back up. Well when Dad died, the problem is the other two officers that had been very prominent in the bank had died just right before him, had cancer. So the question was 'do we sell the bank or do we try to keep it?' And it was a very small bank, about \$16 million in size and wasn't making that much money. So it was sort of a family asset, so I took on, Dad had borrowed money to um buy his stock in it and I took on much of his debt and really from there it was the case, if I was gonna do this or we just sold it, and we wanted to keep it as a family deal and that had been a lot of what Dad really wanted. So that was kind of, with Mother there, the rest of it that kind of made the determination.

So I basically started with the bank, in part because it needed to be sorted with the estate and Mother, a lot of things needed to be pulled together. From there, I think Claire [my wife] and I just decided this was a great place to raise kids. And the other things I wanted to do were public service more than just monetary type areas because you were limited to a small bank you couldn't do a lot of other things in business.

And that is an important thing because I had four points at the University, I was valedictorian of my high school class, my junior college class, and valedictorian of my business school class, was an outstanding freshman; I could have gone pretty well anywhere. I mean I had the chance to go to Harvard and most other directions, but I really, and when I looked at what I have done, I've had a chance to do a lot of things in life. But basically, what made community

banking important is that it's really what Dad originally said, it something you can help other people. You may not do as much as you could in other places but its independence and it's a dignity that gives you something that's there, it's what you value.

The good thing about community banking is it's a little bit different. It lets you do a lot of the things that you like to do and it lets you help people. And at the same time you can do well enough in it that you took care of your family and you also get the right values. I mean everything he taught me based on honor and the importance of dignity, those type of areas. But there also was a very conscience effort to make sure that I got a broadened education and understood how to work with people and work with situations, so it wasn't an overly protected one. But it was a very knowledgeable one that put me out there to help me to do it and learn it.

You could be involved in the activities, I was president of the East Texas Chambers, the Texas state Chairman, started the Lyceum, there was a lot that could be done outside of here so it gave the opportunity, just as it did Dad. And Dad was very involved in public politics, civic activities, and economic development. So the good thing, being the banker, was kind of opportunity for a broad-based area, where a lot people are very sector focused from the bottom up. The banking opportunity gave one from the top down with a broader range of things that guided you. Then you get a very different perspective, it isn't that you

have a job, per say, it's not that you have an occupation, it's that you have a calling. And the calling is a significant part, a lot to it beyond what you just do.

I would never make the money being in Brenham that I could make from the offers that I had because of, everyone in the law program in the Navy got a lot of different offers in the nature of what they did. Um and I think if anything, I'd like the life that I had had growing up here, so I could see this as a life probably that was worth keeping that would make a better family than if I'd went off to New York. We traveled enough and my wife and I both knew enough of the rest of the world that it wasn't, you know we could kind of see here, if it wasn't enough I could have put the bank together, sold it and put it in better shape because I had offers all my life. But I think that um I, that was one of the considerations of why I came back. It was a good place to raise kids.

Um but I came back to the bank and from there, I guess the question is rather banking is really my profession or exactly what is my profession. If you were to look we could go through from in there (points to a wall in office with a lot of plaques and framed certificates) and I've done a variety of diff...with Hanks Venture Capital that we've had. Or the involvements with a whole bunch of organizations, so being involved, the bank has been a significant part of it, but there have been a lot of other things, I've been on boards of directors, I was on the Federal Reserve Bank Board, which in a since was a job itself.

Blue Cross is virtually between Obamacare and the DotFrank and the banking, I've spent more time learning more things in my old age than I ever did

in the younger age. I think those were the areas that all play with each other. There's not one profession, it's a sense of judgment that you get and the judgment comes from experiences in a lot of places. And so, you kind of say in the end, what is it that is our family's job. Is it banking? I don't think it's really banking, I think its involvement. And it's really a broader concept of what you want to do in life. Banking makes a lot of the rest of it possible. But the rest of what is possible that we do is part of the core of banking because it's our reputation, what do we do, how do we do it, how do things work?

Um one reason we probably give twice as much than most banks to charities around here, we support nearly all the local things, now that's not a really brilliant way to do business. We give very good benefits for our employees. Now if we didn't own a controlling part of area of the bank then that probably wouldn't, if somebody else took it over, I guarantee to you that probably wouldn't be there. Am I a bad manager because I do that? Probably not, we've survived what the others have not. Most people would rate me pretty good in all I do.

I sit on the board of Blue Cross Blue Shield and (inaudible) out of Illinois the biggest nonprofit insurance company and what we study is culture. And the culture within the corporation and it matters a huge degree how that culture dicots from the top, how people understand it and how people see it and what they do with it and how it fits together. And Corporate America is beginning to see the absolute importance of that and it's not just compliance of keeping people

upright. It's the conscience of them being upright. And there is a huge difference in style of what's taught, how it's taught, how it's transmitted, this is one of the cutting edge deals moving forward. You take Blue Cross, I'm chair of their finance committee with a highest rated insurance company in our field by everybody, so and we're a nonprofit, so it's not that we don't understand how to operate. The question is, what values do we have and how do we operate?

I think in a lot of cases, I finished a bunch of things but as you get through life, I'm getting close to 70, these books are probably, there's a series of six of them. I mean they've tied together sort of theories of values and they're used in very odd and different places. This explains both Mother and Dad, if you look over there the two taller deals, one is the Cesar Chaves Legacy Foundation. Normally I would not be a person, they created an award based on the books, because the writings are on dignity and justice and it's called the Conscience Builder Award, the Chaves Conscience Builder Award. Which is kind of interesting because my background is probably more Republican, banking, I mean I was on the Federal Reserve Bank Board, it's not usual, usually where you'd see the fit. The values were exactly the same. It was interesting with Cesar Chaves and his history. (laughs).

The same thing with LULAC, created an award based on the books called the Citizens of Conscience Award, each of them gave me the first ones that were there. And I think Mom and Dad would have been the happiest with that because when you look back and it says 'how did you live your life, or what did you do?'

They never were that interested in maybe how much money we ended up making but were probably much more interested in what people not so much thought but what we thought of ourselves and how things came about to get it done.

The Chinese Central Party School is the place that the president of China emerges. It trains all of their leadership, it determines all of their ideologies, it says 'the world will change' in its halls. And they picked up the rights to [one of my books] because of the fact that it was a book, not so much on ethics but how do you build a culture of ethics because they've got corruption, it's a horrible problem that's their major issue. So when I dealt with them, in having to write, we had an exchange for five years, lieutenant governor, a lot of people helped us with it but you ended up with three basic cultures that are very important to understand and how people look at how they fit in their lives.

So when you ask is there unfinished business, there's probably always unfinished business if you're trying to refine yourself. If you look at the great philosophies and religions, almost all of them get away from self. They're caring about other people and caring less about yourself and it's a refinement. And I think you're constantly trying to make sure that while you're around in life that is what is occurring and you're getting it at least better refined. And that's what we're losing in America today, the world today. Everybody moving much more to the convenience, very few people care about the value of conscience anymore.

Community banking, they were kind enough to give me an award, when I was inducted into the Texas Banking, Bankers Hall of Fame, they asked 'would

you give a speech?’ The point that I made is, the community banking is fulfilling to those goals, because in affect you’re not making money off of people, you’re making money with people. And as a result, you’re able to accomplish a lot of good things, economic development. The things for which your work gives you that feeling of refinement that if you further in life, you’re accomplishing a little more. What I think is very bad, is a tremendous being passed in regulation destroys all of that. Everything is not a relationship anymore, everything is aimed just at numbers. Everything is just, so there’s not only a personal aspect that where people would try to help people do what they could, you’re not even allowed to do it anymore, everything’s by numbers. That is a difficult thing in the last part of life to see, it’s a lot of the things you sort of fought for are fading away.

I was always one that believed you needed to save the world. Just like Dad believed you needed to have responsibilities. You teach your kids, you belong to civic deals, we’ve all been Chamber heads, you know, this, that or the other. So a lot of what also affected us, what I go about banking isn’t a profession, it’s a part of the profession of involvement. A good part of the other deal is we made all the loans here for the industrial foundation. The things that helped build Brenham were a lot of banks took a lot of risks in the beginning to bring in the jobs. The rest, it was two or three times the size of the other cities. Back then that environment of economic growth that you kinda had to do this. Texas was moving out of just rural agricultural deal to getting more involved in

the world and had to have more of the economic development so that became very key. And from a lot of what I did here, I had an appreciation, Gib Lewis had me put together his groups that did a lot of those studies, we had a lot of those speakers, committees, so the second, the book down here is all on economic growth. The legislature basically, you know, looking at how you can vision a lot of the things. So that era was important.

But basically, what made community banking important is that it's really what Dad originally said, it's something you can help other people. You may not do as much as you could in other places but its independence and it's a dignity that gives you something that's there, it's what you value. I've had partnerships in New York with investment banking; I've had opportunities for partnerships in Mexico. These books get written by the major, the supporting group in China that trains all their leadership. So I've seen much of the rest of the world. And Dad was pretty much correct. The dignity and the ability of what you value matter. It's whether you care about other people and the future or whether you care about yourself and now. An awful lot of professions, an awful lot of things ended up in that convenience deal on how do I make money or how can I get in politics with the ambition.

The good thing about community banking is it's a little bit different. It lets you do a lot of the things that you like to do and it lets you help people. And at the same time you can do well enough in it that you took care of your family

and you also get the right values. And that's probably where I would sit in and that's where my kids, I hope Trey's son ends up going in the same direction too.

I think that the whole family follows this somewhat direction. It lets you do a lot of things and it's not just one thing, that's profession but the good thing about banking is that it builds you into the whole community. It lets you do a great number of different things. Primarily, with other people and helping other people. Unfortunately its changing because of regulation is making everything much less personal, much more judged by numbers, where the old banking was much more an area of relationships, understanding people. And that's what a lot of us, and I don't mean just me, just like with the Texas Lyceum, the other organizations I've helped form, they been interested in how do you get people to understand, where that direction ought to be and how you can get it defined where it goes.

You had a lot of generations in politics, civic service and the rest of it. I mean each of 'em if you take this generation did this, my generation about the same thing, Trey's already done the types of things, and C4 will sort of grow up understanding each of the different areas of what sort of was past him.

Pivotal and turning point experiences in career

Well I think the Vietnamese War had a lot to do with it, I may have gotten an education in economics rather than law but they basically said you can't go to graduate school, you can go to law school. So I, that made one difference,

probably how I thought about some of the different areas. I think in the other issues is politics.

So one of the most trying parts was in the 19, late 1980s, early 1990s the real estate depression, we were the only bank or savings and loan to survive in Brenham, we were it. And I mean it was an extremely (inaudible) and it wasn't like the other banks weren't like good banks, it was just that the real estate prices which...everybody dropped off like 50, 70% (laughs) so you had, it was a tough, very tough situation, so I think that was a, very telling of that in a bunch of different areas to us.

Continuing the legacy

In my family, I probably do most of the...for when we were growing up, we put savings in each of the kids' names. At 18 they had it for their education, they could spend it, do it, what they want to do, however they want to do it. A lot of people do trust or other type of directions, we don't. Our family was much more oriented to teaching them responsibility, in a lot of the different areas and said look 'we're gonna help you with the rest of it, we'll do that, but this is more than enough to get you through college but if you don't spend all of it and you handle it well, you'll have enough to probably buy a house or do something else with it as well'. I think it taught responsibility to each of the kids before they ever got there.

I set most of the things up because I have the background to do that. Each of the kids run their families independently. I help them and we look at

joint things as a family, you know, what may be a benefit long term, how does this work? I mean, we have things, that's the equivalent a little bit of sort of working like a family office in a company called Hanks Venture Capital Corporation, where they own parts. We do types of investments but generally everybody sort of does their own. All of the kids have at least masters or law degrees. They've all got business degrees, I mean husbands and spouses both, so they're very different than us. So it's a very educated family to that extent.

One of the things that was beneficial to us was my father was a very influential man. We had begun to learn, I made sure my kids knew, everything and when he died, I was younger, a lot of these friendships weren't in place yet, they got into place more of the years I was here cause I would find, they would say 'I knew your dad, I was your dad's friend' this that or the other, so getting a perspective of the world broader than Brenham was critically important. And I think for families having a perspective of what the future's gonna be.

I make sure that every one of our kids, there are five newsletters that I buy for each of them I buy the Economist for each of them, I buy the Financial Times, they see a lot broader deal. Now they may not read it but I think it's critically important that that perspective be there. And the way you think about things. The key in life is how you think about something determines what you think about it. Critical point, so shaping that perspective about how do you think, is absolutely essential. That's really what these books, there's a set of triangles on the back of them that talk about here's how you go through taking basically

the powers and the functions. Basically the forces, the forces are changed based on the status quo, which is really the power of history moving forward in the culture. And how those two interact and that's the basis of what you talk about here.

The main thing we found a long time ago is Dad sort of told me that I could, he would support me in anyway you wanted to and he'd help me in any direction, we'd do some things together but basically there's a, every unit is sort of built independently where they do what they have and in some cases we come together to do things as a unit. In other words, I'd have a family corporation that we have oil and gas interests and other types of things in that we may do certain deals out of them where everybody has a part, sort of like a family office but each of them runs their own individual family areas, each of the education, where people help with kids, grandkids, where they take on things.

Its better when they have the independence and responsibility so that they think in terms of responsibility and then you build the other, older generation as a support network of looking to see how it comes together. A lot of people will build family partnerships. I'm not in, for our family, a family partnership didn't necessarily work that well because usually with a family partnership you take assets then sort of distribute them out. We built a corporation that was a sub-s called Hanks Venture Capital Corporation, all of them are officers of it and directors. To a great extent, everything that's sort of done in that entity they get

there, they learn, just like the bank where they're involved with it. You got different committees and structures that people see, learn to make the decisions.

I think they give me new respect since the fact I spent a lot of time putting this together over the years, took all the debts for the rest to get there but to a great extent they do their things. And they're the next bullets in the game. There's a good friend of mine who is a Congressman, Chair of the Economic Committee, you know when he was giving some of the speeches of these awards, either he or one of the people with him said you know 'the Hanks usually reload' in other words it's the next generation (laughs).

You had a lot of generations in politics, civic service and the rest of it. I mean each of 'em if you take this generation did this, my generation about the same thing, Trey's already done the types of things, and C4 will sort of grow up understanding each of the different areas of what sort of was past him and so the books are as much for them to learn. I don't think many other people are going to be interested in reading a lot of, I was surprised that the reaction to the, a lot of them were written for family because it's the only way you can put forth the ideas and thoughts that you actually got.

Because it always says to shirt sleeves to shirt sleeves and three generations you basically have a case of, and the same thing they say in China, you'll have one generation that works hard, one generation that learns from it, the next one loses it. And so we're real conscience of that so we were (laughs with

researcher) very focused that what comes in and how it goes generationally. So I think a lot of what we had has been a family education of how to get it down.

I think you leave an honorable reputation, ah you've haven't cheated anybody or done anything. I think in my life I've accomplished most of the different things that in that sense that I think are important. What I would like to do is get two or three things, you ask what is unfinished? A few of the last things I want to do with the family corporation is get it set and I'm getting that done. You know the bank, the same way, I want to sort of turn it over a little bit to Trey and the next generation.

Theo's experience

The second component to the second generation is Theo, the son-in-law to Clifford, brother-in-law to Cliff, and father to Elvin. I interviewed Theo in his office of 20 plus years, which was bare, as he was packing up to move to the fourth floor, the same floor as Cliff. Construction was being done for Theo's new office and he jokingly stated to me he was "being kicked out" of his office to make room for Trey. With southern charm, he greeted me with a firm handshake and invited me to sit at the round table in his office. He wore khaki pants and a polo shirt, which was business casual compared to the business professional attire Cliff. At the table, he asked me about my progress in the doctoral program and about my career plans after graduation. After our brief conversation, he gives his account of his family background and how his career story is part of the Hanks family career legacy.

About first generation

Elvin's grandfather, Mr. Hanks, who was the first banker in this family, was larger than life. A sheriff for 25 or 30 years here in Washington County, retired into the banking business. Both of those jobs are people jobs and he was, as I said, a larger than life person. He was physically imposing, he had a very important job being county sheriff and retired from that into being a bank president. So that's a lot to live up to. It certainly qualifies as a legacy that would be difficult to live with for some folks.

Family beginnings

We [me and my brother] grew up in a very small community outside Tyler, and my dad was so respected within the community that I could remember people coming by in the evenings to visit with my dad about problems they might be having. He helped people do their income tax returns, he provided advice and counseling to them, without even knowing that's what he was doing.

My dad worked for the State of Texas for the highway department for his entire career. He worked 41 years and retired in Tyler with the highway department, so he was, uh, he's one of the smarter guys I've ever known but he didn't have a college degree. He could have but in those days with the war effort and everything else that was going on in his life, fighting and coming out of the Depression, etc., he didn't have the opportunity to go to school.

Existence of career influences and role models

And the, the career I ended up being involved with, being a community banker, is so much more, in my opinion, community than it is banker. Uh and I think my dad instilled that desire to be a part of a small community within me without even knowing he was trying to do that. My wife was probably the most important person that encouraged me to go ahead and do something different, if that's what I wanted to do.

That is so hard to answer but I guess I'll say my dad cause, as I said earlier, he was an extremely intelligent guy. He's one of those guys that could do anything. Grew up on a farm and he could repair anything, he could build on to the house, he could fix the tractor, whatever had to be done he could do it. As well he was a very professional individual, as I said he worked for TXDOT for 40 years and retired as head of the Ride Away section purchasing was concerned, up around the Tyler area. So he combined both professionalism in his career as well as family; he was an unbelievable family man, and a role model for me, uh very religious, a man of great faith.

So I'd have to say that I admired that probably the most; however, having said that, my mom was a stay-at-home all her life. But she was always, always there. I was a high school athlete. I went to a small high school, so you did everything athletic, every sport. I don't ever remember a game that one or both of my parents were not present. So what I'm saying is they both provided such support that it's a hard question to answer when you ask me 'who I admired the

most'. They're both right there on that pedestal. Having said that, I'd have to say my dad, if I had to make a choice.

Pressure

I had one sibling, an older brother. He also has an MBA and was very successful with Phillips Oil in his career. He too was an HR person in his career with Phillips. His wife also worked with Phillips, she got her undergraduate degree in accounting. My brother's son is an attorney; his daughter is a doctor of pharmacy. My wife, as I said, has her doctorate. My brother-in-law is an attorney. All three of his children have their MBAs. Both of my sons have their MBAs. What I'm saying is I'm as little educated as anybody in the family. So sometimes I can look out and say, 'you know, I'm the dumbest kid on the block'.

I'm just trying show though that there is a certain amount of pressure when the entire family reunion is as educated or more so than you are. So it's an interesting question for me to try to answer. I do feel that pressure and I do feel that I guess probably looking back on myself, a little self-psychology here, that I probably look at myself as the underachiever.

And looking back I think they [my sons] felt a pressure all along to at least acquire a post undergraduate degree of some kind, which leads to that economic pressure or position that you are referring to. As I told you earlier, my wife has her doctorate of education from Texas A & M. I have a MBA, so it was just naturally understood in our household growing up that they certainly would

acquire at least an undergraduate degree and hopefully, preferably some kind of post-graduate degree. So I think they felt some kind of pressure to do that.

Community banking itself is under such great pressure both from a regulatory perspective and from an economic perspective with the rate cycle being where it is now and has been there so long. We have no idea when that economic pressure is going to ease up, if it indeed ever does. Uh, so I told Elvin when he decided to come back and work for us here at Vision Bank that there are no guarantees because I could see a possibility that community banking itself could meet its demise. However, there are no guarantees anywhere in life. He had a desire to come back here for what reason, I'm not sure, I hope he shared that with you. Uh, but I didn't want him to feel that there was pressure for him to come back to Vision Bank but I do fear that there's not going to be the same opportunities for him or his generation to be as successful in this business as we have been in the past. So I do, I feel that pressure and I do feel there could be some unfinished business there that may or may not be achievable not because that generation is failing to achieve but because the opportunity may not be there due to outside influences.

Support

Uh, as a family, on both sides of my family, my parents and siblings, and my wife and her side of the family both are very tight knit family units. So uh, they [my parents] certainly supported education, helped me through, all the way through my undergraduate degree at the University of Texas but did not really,

what I would say provide me with any particular direction in which to go. Also, my wife, she was the biggest motivator in my career. We've had now a 44 year marriage, so we kinda rely on one another and so she was highly and has always encouraged me in other things as well. Uh, nothing specific comes to mind when I think of emotional, a sense of stories or concern but they were both and we were both very close to our families growing up and even until our parents died. So they were very supportive of what we did both emotionally and in any other way.

Family values

The dominant family values from both sides, the golden rule: treat others as you would wish to be treated. Respect others no matter who and what they are. Uh I don't know if I've ever said it to them in those words, but I can remember saying to both boys when they were small, do the right thing for the right reason and everything else will take care of itself. So that's the only rule I can come up with having actually stated to those kids.

Making meaning of career experiences

My very first job as a child was probably when I was 15 or 16 years old. Well, let me go back even before that, I don't call this a real job but growing up on a small farm, we had a cub tractor with a mower on it. I would mow lawns and small pastures for the neighbors, so Dad let me use the tractor during the day when he was at work; it had to be there when he got home though because he needed it to

do stuff around the farm. So that's the first thing I remember to make a little money that I did.

Then I worked for a friend of the family, was a carpenter, I worked as a carpenter's assistant for about two or three summers as a child when I was an adolescent, when I was in high school. Then one of my most educating jobs was working for JC Penny selling clothes in the men's department. You had to really learn to work with people. There's some demanding people when they come to shop. So that was very educational for me. And then that took me off to school at the University of Texas and I had a part-time job working for the campus police department there for a short time so those were all part-time jobs.

My first full-time job after getting married was teaching school for one year and then I was drafted and served in the army for two years. I guess my earliest career ambition would be going back to when I was in the army. I did not serve in Vietnam but through the luck of the draw only, I was expected to receive orders to go to Vietnam but my orders came down and I spent my entire military career stateside.

Uh I taught school for a year or so before I got drafted and uh my wife and I were actually talking one day about what we were going to do when we got out of the army because I didn't want to go back to teaching school. So I decided at that point and time, she was also teaching school but she wanted a career education, so she wanted to go back and get her masters and hopefully at that time her doctorate, which she eventually did. But I didn't want to go back to

teaching school so I decided I wanted to go back to graduate school but get an MBA instead of an advancing degree in education.

During that army time, my father-in-law who was president of this bank at the time, passed away. So uh at that point and time I didn't know what I was going to do with that MBA but I decided that's what I wanted to do. Then the opportunity came up, but I guess what motivated me to get into business was just the fact that I decided teaching was not my calling.

Cliff, my brother-in-law, came back to run the bank, he was in the Navy at the time, he received a hardship discharge to get out of the Navy and come back and take the job as president of the bank. And then as I was working on my MBA, he's the one that recruited me to come here to work. So as they say, the rest is history. That was in 1975 that I came here, so I've been here at Vision Bank since 1975.

I started as a teller. Worked as a teller for a short-time then started doing various, what I call, odd job management chores. The first things I tried to do, was we had an older gentlemen that worked at the time more or less as our PR person. He knew everybody in the county. He had worked selling tractors for his whole career and he was probably between 75 and 80 years old at the time and he just went to work for the bank trying to be our PR guy. He'd take me out in the afternoons and introduce me to everybody he knew in the county. So that was the first thing I tried to do was to learn our customer base. Uh, (pause) I

guess I was here two to four years before I started into the lending side of the bank and from there worked up into this position.

My career decisions seemed to evolve rather than be sought out. In fact my career choice didn't occur till I was married and had gotten that post-graduate degree. My parents didn't influence my career choice. But what appeals to me the most about my career choice is people! Simple but true.

Pivotal and turning point experiences in career

The banking crisis in Texas in the late 80's and early 1990's, uh, created stress and pressures of which I can't compare to anything. I can remember conversations with my wife in the evening about if the bank doesn't make it, we can always teach school. And there were pressures there, because I've always felt there were no greater reflection of the economy, especially a local community economy, than the bank, any community bank. Because as our customers succeed and their level of success, it's directly affected by the bank's level of success. If our customers and community do well, so do we. And in the late 1980s and early 90s they weren't doing well at all; therefore, neither did we.

There was a real estate crisis in Texas, oil and gas crisis, so it was a highly stressful time and that was the most disruptive thing I can remember to the bank's success. Therefore, it...being that our bank is not 100% owned by our family but it's in the high 40%, so as the bank goes, so go we as a family. And it was a very, very pressure-filled time and we don't want to go back there. It's

obviously has reflected on our management style, we try to be conservative and try to make very good decisions.

Continuing the legacy

I hope to leave a sense of pride. I hope they could look back on my career, my wife's career, Cliff's career and say that we did something for the bank, for the family, and probably more importantly for the community that they can look at and be proud of and what more can a man do. My meaning of success: being happy at what you do while helping others achieve and achieving some level of success yourself.

Third generation The third generation interview of Hanks family includes Trey, Cliff's son, who is the current bank president and Elvin, Theo's son, who is the vice president. These two young men were groomed to take leadership of the bank and after meeting these pleasant and very southern men, they share their career stories with me in their individual offices.

Trey's office was located on the first floor down a hallway away from the lobby. A regular-sized square office, Trey had a large Navy banner on the wall behind his desk, as well as other Navy paraphernalia on the walls. There were a lot of boxes behind his desk and two regular office chairs that sat in the front of his desk. He had a few pictures of his wife and kids in frames on top of other items in his office. He stood about 5'8 and was conservatively dressed with gray pants and a blue collared, button-down dress shirt; basically, a younger version of his father.

Elvin's office was on the second floor, near his father's current office. His office was bare at the time of the interview, given he only had been there two weeks. However, it was a large space with windows with a view. Like his father's office and Cliff's, he had a small round table near the door and a wooden desk with two large office chairs. Elvin, in contrast to his cousin Trey, was about 5'11 and had a thin-build. Like his cousin, his appearance was neat with the same type of attire and the common southern accent.

Trey and Elvin, both new to their positions at the time of their interviews, acknowledged their position as third generation bankers and expressed respect and gratitude to the previous generations for their foundation. Trey and Elvin both share a story about their grandfather Clifford.

About first generation

Well on the legends piece, I think the biggest thing I've learned through customers is the stories about my grandfather. Um there was a customer, that ended up being a customer of mine, but was a customer of my grandfather's and he would come in and say that my grandfather would, he had an office right there on the lobby floor in the main bank there when it was downtown. Uh and he would be there and when he saw him walk in the door he would come and shake his hand and come and talk to him. Um there's also a story about um my grandfather being asked by an examiner the security policy and he pointed to the shot gun (both he and researcher laugh) in his office and he said, um basically the examiner said 'you got to have something written down' and so that night he

wrote something up and uh one of the cashiers, Johnny Miller, came in the bank and saw him typing. First thing in the morning he was typing it up and he went through a long, basically the story was, the policy was that basically anytime a robber would be or come into the bank he'd be corralled and put into a man-hole (he and research laugh). My grandfather had a security experience so there were always stories like that about my grandfather. You know he seemed to be a larger than life character.

Elvin gives a similar sentiment account of his grandfather Clifford. He stated My grandfather worked at this bank. He unfortunately passed away about 20 years before I was born, so I didn't get to know him but he was a volunteer sheriff that became, he got elected as sheriff, excuse me, he got elected as sheriff here so he understood the community, he represented the community, people respected him and for people to come to me today and tell me what they thought of my grandfather that I never got to meet and how of an outstanding individual he was, it, obviously sends chills up your spine when you haven't gotten to meet him but you hear all these wonderful stories. People aren't wonderful if you aren't hearing about them 20 years, 30 years, 40 years after they're deceased. So it started with him, he started working at this bank, he in a way passed it down to his kids, got them involved in a bank, with stock and with other opportunities so that's one generation passing it down to my parents is a second.

Family beginnings Trey stated,

Growing up I always wanted to be a banker. Oh I think just early childhood, you know, pre-school. I saw my dad being a banker and something I always wanted to do. I was closest to him, number one and I saw him when he had to... I think my respect grew for 'em over time but when he came back to the bank he was 25 years old. My grandfather had just died and um there was a need for leadership within the bank and at 25 years old, he provided that. And was able to keep the bank independent and get through some difficult times, I think that just watching him go through that was admirable.

On the other hand, Elvin talks about his perspective of his family beginnings and the role of his mother and father.

Oh it's really a long story from the very beginning of my education process at the point where I was able to understand what education was all about. High school and beyond, my parents had always enforced education. My mom was a doctoral student herself, graduated from Texas A&M, with a doctorate in education. So she's been the assistant superintendent at Brenham Independent School District for over 35 years, recently retired. So she's always known the value of education. My father himself has an MBA from North Texas University, so he knew that education was the key to success, really, in what you wanted to do. So from a very early age, it wasn't, my family was based around education, it wasn't 'where are you going to go to college', it was 'when you graduate college what are you going to do afterward?' Well growing up in this

family, we've, ah, my dad's been in banking himself for over 35 years and so growing up around that kind of made me interested in the idea of banking, what it entails, and then part of it was luck.

But in my family, my father and my mother both retained the same job, looking back they retained the same job my entire life. They've never moved and that consistency helped me develop who I am, so to me it's a whole nother level of a role model. I was raised in a tight knit family. They told me I could do whatever I wanted to do and it just so happened that growing up around it, it ended up being what I wanted to do.

Obviously your dad growing up is always your hero. My father is an avid golfer, so he had my brother and I at the age of three and four out there on the golf course with him. So he's instilled in us the idea of our hobby is golf. And it really is, funny you bring that up, cause you learn a lot about a person. You learn a lot about a person and their character and values on the golf course. I'm happy that my parents' generation instilled in me is good moral character. That I think, I think golf helped me to build what I am today.

Existence of career influences and role models Here Trey recounted his thoughts on role models, family values, pressure, and support.

I guess to learn from my dad and essentially um make choices based on what I guess other role models in the banking industry have made. Also, regarding external influences, I think just in general [9/11] was a world event that affected me through serving in the Navy reserve for the eight year commitment. I don't

know if that was tied to career choice. It was a world event that was happening, kind of all-encompassing at the time.

Family values (Trey)

I think there's just a sense that we treat each other with respect cause there's always sacrifice when coming back to the bank. You know, where we come from, there's different jobs there in the big city and you're getting paid more money. So there's kind of a respect that when those that have come back to help the family business that we treat each other with respect and that the main rule. Hard work, education, um I think with all of us there is a sense of ethics, a sense of morality. Um you know and I think that beyond just treating ourselves with respect, we treat others, our employees, shareholders, and customers with respect.

Pressure (Trey)

Well yeah a little bit. Uh not strong but it was always something you know, that I think my dad, towards the end of my grandfather's career he was a banker. So I think my dad saw that um and came back to the bank and helped it grow. And he probably wanted to make sure that it continued and though that we'd be an asset and a vehicle to make that happen. So there was never a sense that you need to come back. I was never forced to come back. But, definitely I think there was a um, from day one he thought that this would be a um good business, a good opportunity to help our shareholders if we had you know family members in the bank that also had ownership in the company. I think the biggest pressure is um

is to you know successfully guide the bank into being a successful entity. So I think we all had individual pressures to meet certain milestones.

I think that with certainly with Dad and Theo there is; I don't feel as much pressure as I do with respect for what they were able to get through. When you talk about the banking industry in the '80s it was a difficult time. They were the only bank in Brenham that survived through the financial crisis. Uh I think that whether its pressure or an amount of respect but also an amount of ...kind of making sure we understand how they made the decisions they needed to get through. And if we hit a financial storm, we're able to learn from what they did and be able to survive as well.

But I think both individually and collectively we feel pressure to be, you know, good custodians of the bank. I think ultimately, the way my dad's described it before I think accurately is that ultimately the bank stock is the stock for your grandchildren. You know ultimately you're here to preserve the bank and help the bank grow and also make sure that it's here for the next generation for not only our family but for the entire shareholder base. So I think that's the pressure in and of itself to make sure the bank um grows and prospers and is preserved.

Support (Trey)

My dad encouraged me, um (long pause) you know a family friend, Martin Jeremy, who's been a friend of my dad's and also been an accountant in the industry also encouraged me when I came back to the bank. Uh so he would be

another one and other members of my family. My sister encouraged me. So I can't say that anyone discourage me. Certainly my dad, my uncle, my aunt they were all helpful in that process and guiding me and helping me to stay on course. You know their support was mainly hands-off. There are times that are hands on. (laughs)

A great deal of emotional support; I think that my dad was helpful when I made the transition home, so was my uncle Theo. Uh they were both helpful and my aunt, she as well. You know, I think the biggest, the biggest part is when you go from a career um outside the family business and then go to the family business, there is a transition there. I mean it's just not, it's as much as anything um kind of (long pause) I don't know how to put that in words exactly (laughs). Certainly, I think before I came back I think everyone was interested in making sure, from a standpoint that I was happy and uh doing the right things to be successful. Um, once you come back obviously, I think you do what's right for the bank. You do what's right for our business.

Elvin recalled the existence of career influences and role models in his career decision making.

Well again, back to my family, it means a lot, my entire family. A lot of people, I would say a lot of people don't use their family just because they have the personal relationship with them. Both my parents, their education backgrounds were extremely strong. My uncle [Cliff], had an extremely strong background, he graduated from the UT business school. He was the first student

to graduate with a 4.0. He then pursued, he has a law degree as well on top of that. He's actually the chairman of this bank. So he's the one that has the vision and the ability to see and interpret the laws and the regulations and see where we're going. He's the strategic planner here. Does a fantastic job and that's why this bank is so fantastic as they are so those three individuals right there, really set building blocks for my future at such a young age.

Pressure (Elvin)

They tried to enforce a masters and some sort, and so it was then, 'when you graduate, where are you going to go to your next step of education and schooling?' So they were setting the foundation and building blocks for myself to succeed. The only thing my parents forced upon me was education and obviously looking back I'm thankful that they did. The only pressures were the ones that I put upon myself. There was no pressure to be a banker.

Making meaning of career experiences Trey stated,

I saw my dad being a banker and something I always wanted to do. I worked in bookkeeping here in the bank in the operations department, off and on in the summers. But like I said it changed at some point but it did come full circle. I think that through college that probably changed a little bit. I went to school in '94, graduated in '98 and at that time there were a lot of dot coms forming so I took a job right out of college in information technology. I went to Sourceful Solutions, which was an IT based company in Houston, uh worked there for two years and was a contractor for larger companies such as Compaq and Waste

Management and other Houston based corporations. Um so I was mainly IT focused.

Then went to grad school at Texas Tech and I remember I was working at the Lubbock Chamber of Commerce. I graduated from college, got an MBA with a concentration in finance and e-commerce. And [was] finding a way to get experience and then finding a way to come back and be a contributing member to the bank. You know, I think after, probably in grad school I realized there was value in this business, the family business in helping preserve the bank. Um I guess at that time I made the decision that banking would be the career for me. And that ultimately went into the bank consulting job out of college cause I wanted to have some experience outside of the bank. Just so that I could help contribute and make the bank stronger when I came back.

And then went to work for a bank consulting company, name was John Floyd and Associates. So with John Floyd and traveling across the country, it's about a 100 employee company and they've got banks across the country. So for two years basically went to different banks and essentially, we had different roles in each bank and I learned a lot about the banking industry and how those banks, you know the consultants they were there, John Floyd and um basically learned how they went about and analyzed banks. Their methodology for income producing, high income producing banks and how they form banks and banks that were struggling how they helped turn them around. Was able to watch them initially and once I got my bearings on the job and helped to contribute to their

turn arounds. And also I had interaction with clients so I learned a lot about banks, in general.

My dad had encouraged me to find a way to know how banking systems work. He said that wasn't something he didn't have the chance to do when he was 25, he was coming straight from the Navy back to the bank so he didn't have a chance to learn how banks work or how banks' core processing systems work, things like that that are kind of the infrastructure of banks. So I wanted to gain that knowledge and then after a couple of years of that I felt like I had a strong knowledge base and um I was also getting married and it was kind of a good time to get off the road so that helped contribute to the timing of it. But I think that I made the decision in grad school and took my first job out of grad school with John Floyd cause it was an opportunity there and looked to be a good way to gain that banking knowledge. I wouldn't have left John Floyd until I felt I had the basic knowledge I needed to come back to the bank but somewhere in that time I gained that and then it was essentially time to come back and help.

Came back here to the bank about 10 years ago and started out in finance. Started out learning under our CFO uh the financial end of the industry and also the operations end of the business, which I had some experience with John Floyd. And then there was an opening here in the retail part of the bank and learned accounting and customer side of the business. Been in this role for about nine years, so the first year was the finance and operations and then last nine have been more customer centered roles. And I guess then I guess two years ago was

promoted to executive vice-president I then a year or I guess four months ago promoted to president.

I guess I've been blessed to have a, you know, ah I guess I've always had the freedom to make the choice to come back to the bank. I've always had the freedom to determine um. I shouldn't say that exactly, I guess I've always had an opportunity to I guess to learn from my dad and essentially um make choices based on what I guess other role models in the banking industry have made. You know a lot of other bankers started out in the field that was um that was banking you know uh in some way increasing their banking knowledge. Whether that's through being an accountant or you know working in loan review, working for an examination firm or working for one of the examiners. Whether it's either one of those areas or like with John Floyd where you're learning from other bankers. Uh I think that through that um I've been able to have control over the decision I made to get the banking knowledge I need to come back and contribute to the bank.

Things that appeal most to me is helping people in general. I think when you're in banking in particular on the customer side, you get a lot of interaction with people and you can you get the opportunity and regulation banking order of essentially to make or give us less and less discretion but there are times when we can help people with whether it's helping their businesses grow, or helping them through a rough patch, helping them get their first car, first home uh those things. Those are the moments that you relish the most. Uh when you're able to

help people that you know are doing the right thing to accomplish a goal and you help them get there.

Elvin's meaning making With similar beliefs, Elvin made meaning of his career experiences.

I want to say the first thing I wanted to be was an astronaut but that obviously didn't happen. I don't think...looking back I'm glad it didn't. I'm not really the risk taker here so that worked out really good. You know I really didn't know what I wanted to do. The very first job I ever had, I was a counselor at a little kid's camp. You know when I was 15 years old. I was in a Washington County leadership class when I was in high school but I don't want to say that those were really career building activities because they were so long ago. So I really don't count that as anything building towards my future.

My real set of jobs, or my real jobs started I would say at this bank about 11 years ago, I was a part-time teller right out of high school. I went to Blinn Junior College for one year, so I was working part-time through that. So I went on, I went to the University of Texas at Austin, did not work while I was at UT, from there I went to the University of Texas at San Antonio immediately after I graduated and got an MBA. So that then led me to the idea, that now that I've gotten the education, the tools, what type of career do I want to do? I was getting out of school, didn't have a job right away, I was a part-time teller at a bank, so I decided, 'whelp, now it's time to really choose a career'.

I had heard ideas about being a bank examiner. You know, I had family, like I've been saying that's been in banking but I didn't know if I wanted to do that. I really did not know what I wanted then finally it came to the point where I needed to get a job. I was graduating, I was getting married and I needed a job in the same month. So I decided "well I'm gonna go to this career fair". I had heard about examiners, I was speaking to my family and they kinda told me what they were about and what they were looking for.

I didn't know what I wanted to do until I took my first career job as a banking examiner. They were looking for people at the Texas Department of Banking, that's my first career. And so I then went immediately to the Texas Department of Banking and started falling in love with the idea of banking and what it entailed. National banks have different examiners than state banks. I was state bank examiner so I didn't come to this area to examine this bank but I was able to understand, you know if I took this job I would begin to understand the idea of banking and what it entailed, what went about it, the regulations that governed it, and I guess as soon as I really took that job is where I started to understand.

The next came the Patriot Bank job, they, we went and examined Patriot Bank and they came to me a few weeks after and offered me a position. That kind of reinforced the idea "I guess I kind of know what I'm doing, let's give this a shot". That further influenced my decision to stay in banking, I really enjoyed the people I was working with, your mom was one of them. I enjoyed the job,

the activities that I was doing, what I was there to do was rewarding; I got to see my work. There's a lot of things that really went into it. And that career, really gave me another set of building blocks to really understand everything about banking from the other side. You know you have the examiners and you have the bankers, and they're two totally different sides. So I was able to understand that side and then came over to the banking side.

That then leaped frogged me into this position. This position became available; the bank thought about me, they wanted to bring me back. My wife and I wanted to come back. And so now that I'm here, I'm happy where I'm at, I think it's a perfect position. I want to be in banking, like I said earlier; I want to continue the legacy of our family I want to continue the legacy of myself. I want to build something of myself; I think this is a wonderful opportunity to do that.

Pivotal and turning point experiences in career The two share similar career milestones and life happenings that affected their decision to come and work for the family bank on a full-time basis.

Trey

There are a lot of hurdles when you come back. As far as earning respect within the bank and in the business. There are a lot of different things that you have to prove yourself, essentially, to be not only, you know, a member of the family but also a member, a contributing member of the bank to gain people's respect. You know, I think the biggest, the biggest part is when you go from a career outside the family business and then go to the family business, there is a transition there.

Probably in grad school I realized there was value in this business the family business in helping preserve the bank. Um I guess at that time I made the decision that banking would be the career for me. I was also getting married and it was kind of a good time to get off the road so that helped contribute to the timing of it. Well 9/11 was a, it was in grad school so that was around the time that. I had already kinda made the decision in my mind that I wanted to come back to the bank and that was definitely a um, an event in the world that was kinds transcendent. I graduated from college and finding a way to get experience and then finding a way to come back and be a contributing member to the bank.

Elvin

I was getting out of school, didn't have a job right away, I was a part-time teller at a bank, so I decided, 'whelp, now it's time to really choose a career'. I was graduating, I was getting married and I needed a job in the same month. I didn't know until I was working my first job as an examiner and [Vision] asked me to come back but now that everything is laid out, the cards are laid out, I'm glad that everything happened the way that it did.

Sense of belonging and community A strong sense of belonging to a greater cause through the family career legacy and a quest to be active in the community was noticeable in both Trey and Elvin's stories.

Trey

I think right now that the bank has a great reputation in the community, we want to preserve that. Uh I think that the unfinished business is essentially growing the

bank. Brenham is a growing area, want to make sure we continue to serve Brenham and to make sure that we diversify the bank in a way to weather any storm that may hit. There are times when we can help people, whether it's helping their businesses grow, or helping them through a rough patch, helping them get their first car, first home uh those things. Those are the moments that you relish the most. When you're able to help people that you know are doing the right thing to accomplish a goal and you help them get there.

The family is the key to a tremendous amount of a lot of these different things as far as what actually gets imparted and what values people have. I think it becomes important that family matters. Honor matters, all of those different types of things because in the end, that's all you got.

Elvin

Brenham is known to have a whole bunch of community involvement. It was a really tight community. You know a lot of people when you're in a smaller town and you do a lot of community involvement in various ways. You know we had a festival called May Fest where a whole bunch of families and kids participate in, it's a community involvement idea. As of right now, I'm not involved in anything; however, I've only been working here for two weeks. I'm now getting my feet wet in the whole situation but yes I will be involved in quite a few organizations and clubs around.

I came out of Houston, I was there for five years, you get lost in the shuffle, your day consists of waking up, sitting in traffic, going to work, sitting in

traffic, coming home. In a small community you don't have all the three hours of traffic that you're sitting in. You have time to get involved; you have time to do things. I wanna be known as someone who gave back to the community he was born in. There is a whole lot more to life in a small town than just going to work and coming home.

You have Chambers of Commerce events where you get out and meet the community. You have all kinds of local businesses that without the support of their local, the people that live in the community, they would fail. So you have all kinds of different avenues that you don't have in the big city. Well if a business fails in Houston, then it's no big deal. If that business fails here, that could be your brother or one of your best friends from high school that failed, so you have a lot more laying on your shoulders than you did in a larger city. I keep using that as an example because it really does mean a lot to me, to come back here and give back to this community. That's what I want to be known for is someone that gave back, someone that didn't just go to work 9 to 5 and go home. I want to be remembered by anyone that can understand what I was trying to strive to succeed, that I was striving for. The primary role that I want to be known for is gonna be anything that has a positive impact on the community.

It's a give and take here, we thrive off the local community and the local community comes to us when they need a loan. Well if they go to another bank, that hurts us, so it's that give and take relationship with the community that's really strong, so in terms of the bank, I want to see the bank off the charts in

success. If it's outside of that, it's the community; I wanna touch back on that. I wanna be involved in the community; I want the community to know that I did what I could for it. I don't expect them to, or honor me in any way, I just want to be able to give back because my mother was raised here, my wife's the fifth generation that's gotten married in this county. We have a lot of lineage here and a lot of family, that's what we want to be known for, is giving back to the community.

Continuance of the legacy The Hanks family career legacy lives on through the third generation who are poised to succeed their fathers. Their strong sense of belonging is carried over into their thoughts and plans as the next generation of community bankers.

Trey

I think by enlarge we want to, and when I say we, I mean Elvin and I and my brother-in-law, I think we want to be good custodians. I think we want to help the bank grow and prosper but you know grow in a way that's prudent and make sure that we make sound financial decisions, sound business decisions, and we want to leave a bank that has the reputation that it has today of being that full-service community bank that's community oriented that wants to help its customers. We want to continue that tradition and be in a position to continue to grow, you know for the next generation.

I think that success is being able to um you know, by in large being able to be happy where you are in life and to realize that you've done everything you

can to help make sure I've got a good name to pass on to my kids uh, that my kids have the start that they need to be successful in life and to be able to have the things they want in life and to be able to make a difference for better, for the better in our community uh and or their community wherever they should choose to go. But basically my meaning of success would be for my kids, I'm passing on to them a good name and a good start in life.

Elvin

Well now my parents' generation is now passing it down to my generation. I'm here, my cousins, a couple of my cousins are here, it's a wonderful idea looking back on the legacy that my grandfather was able to provide but to answer your question, the legacy here is a huge thing to me, it's very important and that's what I strive to continue to pass down to my generation to my kids' generation.

I want to have a tight knit family. I want to continue that, the other thing is I want to see the success of this bank. I want to leave a successful bank that has strong earnings, I want to leave a bank that will be here. We just celebrated our 80th birthday as a bank, I hope in another 80 years the bank is just as strong if not stronger, its more involved in the community, the community is more involved in the bank. Banking to my family is so much stronger than banking to probably 95% of families out there because of the legacy that is here cause of the family that is here. I want to see everything succeed in my life and that's banking and family.

Summary The Hanks family illustrates a story of how a value system is passed from generation to generation, all the way from Rudy to Elvin and Trey. Though all participants experienced different jobs within their careers, their paths were similar, including stints in the military and exploring other career options before committing to the family business of community banking. Though bankers, they identified themselves beyond the scope and demonstrated a strong commitment to the community through the workings of the bank. They also displayed a tight-knit family structure, one that values marriage, morals, and teamwork. What was evident was the same set of values were present in each career story and the stories of the first and second generations are embedded in the career identity of the third generation.

The Jones Family: Building a Legacy of Service to the Black Community

Overview The Jones family is one of different beginnings than most family career legacies. The patriarch was not part of a family legacy but one with a supportive family environment and a quest for opportunity that allowed him to create a legacy through his career accomplishments. It is through his legacy and quest to extend his legacy to include his son that he actually replicates the same supportive environment he experienced and allows his career legacy to perpetuate his sons' career aspirations. Together, father and sons, have created a family career legacy they hope will sustain to the third generation based on reputation, regardless of actual career. Essentially, the Jones family career legacy (Figure 6) is based on a legacy of service to the community through career and not on a followed career path.

This family career legacy is told from the perspective of Richey Don, a legendary radio disc jockey and music promoter turned funeral home owner and his sons Todd and Jordan, dedicated morticians at the family owned funeral home, Jones & Sons. The story of the Jones illustrates the power of the familial influence on career decisions and the development of career identity in job selections.

The ways of the 21st century show us that jobs are passé because jobs consist of the many duties and opportunities one will have in their career and how they identify themselves, or their career identity, is the actual indicator of their profession. Richey Don, a self-proclaimed businessman, finds comfort in being known as a DJ. There is no doubt that he is, but he is a DJ that happens to be in the funeral business as well. This is the postmodern career world we live in now. People have many jobs they perform in their career and they all contribute to the legacy they have maintained; their career portfolio. The career stories of this family career legacy begins with Richey Don's and ends with Todd and Jordan's and their plan to continue the legacy started by their father.

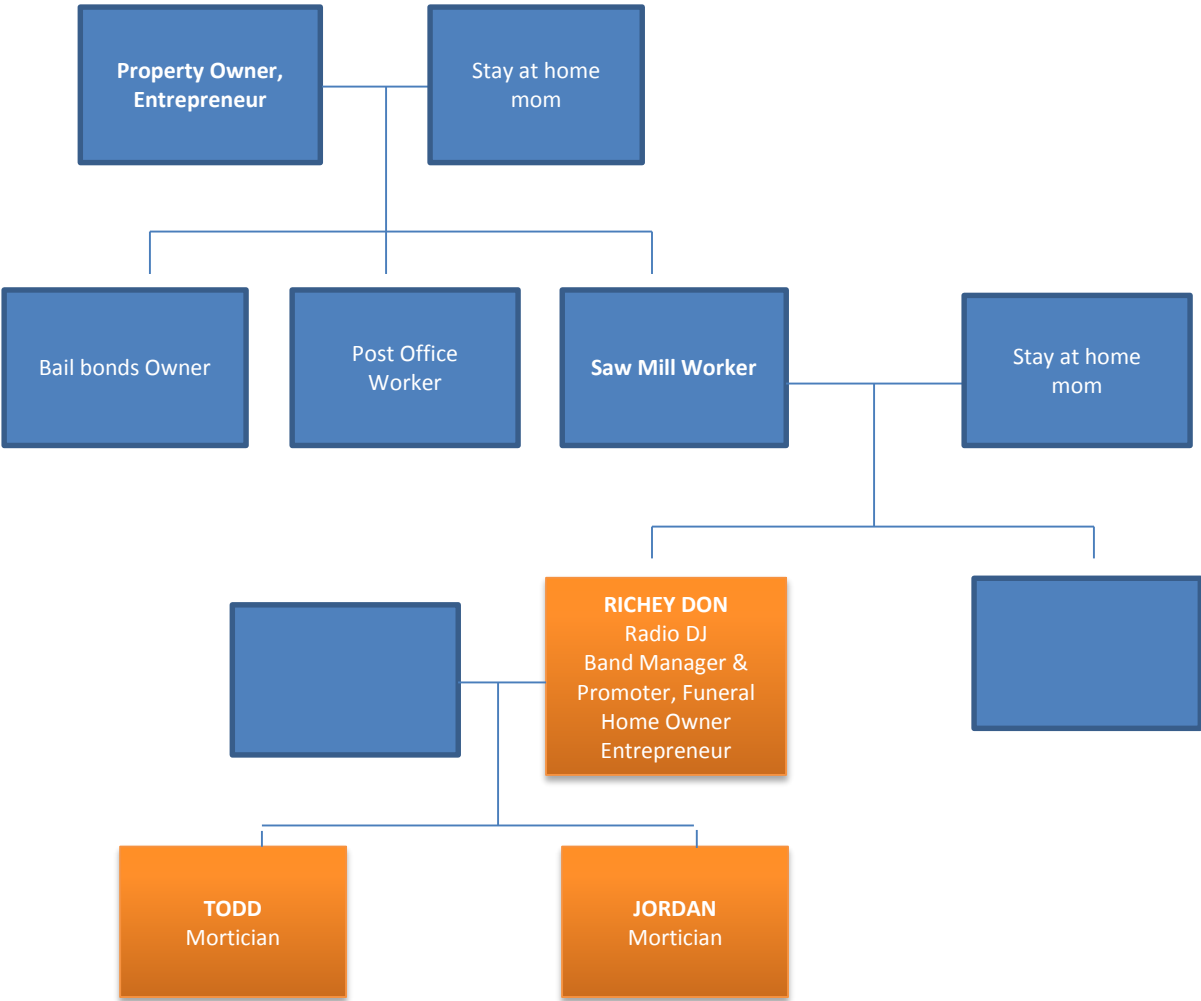
Richey Don grew up in small town Texas in the 1930's, a time when it was common to drink water from a well, 15 cents fed his family of four at the locally-owned grocer, and segregation was the way of life. Many Blacks in these areas often moved town to town in search for employment opportunities in manufacturing plants and as agricultural laborers, with some settling in major cities for steady employment and greater educational, commercial, professional, and social opportunities. One of the cities that became attractive to many Black small town residents, was Houston, Texas, a growing city known for its good race relations (for a southern city) and one of the best

opportunities for life and career in the south for Blacks (Beeth & Wintz, 1992). In fact, in many ways, Houston's Black community was like its own city; having rich, middle-class, and lower class Blacks and Black owned businesses, establishments, professional organizations, newspapers, hospitals, theaters, parks, beauty salons, and libraries in its own areas of town. The Houston Black community thrived and ranked among the top cities with successful Black communities in the nation (Beeth & Wintz, 1992).

In the 1960's, Third Ward, a Black area in Houston became the greatest concentration of Black businesses and for nearly 30 years, remained a culture center for Houston area Blacks. Third Ward attracted entrepreneurs and thrill-seekers from all over the U.S. as it quickly rose to the top as one of the great entertainment centers for Blacks. Houston's large Black population caused it to be a major attraction to Black entertainers; thus, requiring the need for Black DJs and promoters to connect and service the city's population and entertain needs.

One of those pioneers is Richey Don, the man who, self-proclaimed, "brought a mountain of soul to Houston". Richey, a tall man with a deep commanding voice, who often refers to himself in the third person, has a personality that is as large as his physicality. He is known for his great sense of humor and ability to connect with people. A great storyteller, in his autobiography, Richey accounts his reputation of being the life of the party, recalling how others expected a good time with him because he would bring the girls, drinks, and fun. Richey was also known for his community involvement, often putting on benefit concerts, launching careers of others, and promoting Black businesses, and engaging in community activities and service.

Figure 6: Jones Family Career Tree



Throughout his legendary career, he has received national recognition for his radio career and for being the most popular DJ in Houston Black media (Frazier, 2012). “In the world of black Houston radio, [Richey] is a god” (Turner, 1999, as cited in Frazier, 2012, p. 122). Further in the article, Lorenzo Thomas declared “He [Richey] was one of the most influential disc jockeys of his era” and “He was one of the people who made Houston...a fountainhead of black popular music”. In essence, as Richey states it from the recollection of others, “Richey Donovan is the man!” A man who wants to be known for bringing a “mountain of soul to Houston”, which was a family dialogue and infamous opening to his radio show in the 1960’s. The dialogue is as follows:

Richey Don, tell us your story. When did you come to Houston and why? This is my story. Last night as I tried to sleep, it seemed I could hear voices. These voices kept telling me, 'Richey Don, steal away and carry a mountain of soul to Houston.' Over and over again I kept hearing the same voices. 'Richey Don, steal away and carry a mountain of soul to Houston.' Over and over again I kept hearing those voices. So I called my mother and I kissed her goodbye. I called my father in and shook his hand. As I walked out the door with my bags in my hand, I knelt down and kissed my little sister. Then I began the long, lonesome journey to carry a mountain of soul to Houston because I could not ignore those voices. Over and over again I kept hearing those same voices. 'Richey Don, steal away and carry a mountain of soul to Houston.' Have mercy, have mercy. So here

I am Houston! Here I am, Houston! I've brought a mountain of soul to this city.

Have mercy, have mercy.

A fitting introduction for the man whose career legacy is the center and foundation of this family career legacy. On a sunny March day in Houston, I paid a visit to this Houston icon at his office at the family's business, Jones & Sons Funeral Home. The entrance was a typical glass double door with a pull handle; however, a thick, burgundy curtain draped the inside of the door, which signified funeral. After opening the door, I was pleasantly surprised with the décor that looked more like a home instead of a funeral home. The smell of potpourri filled the air, flowered wallpaper bordered the walls, rose colored plush carpet draped the steps, and gold accessories served as accents for the décor. To my left, was a wooden desk where someone greeted me and told me to take the stairs, make a left at the top and go straight back and I would see Richey Don in his office.

As I got to the top of the steps, I was taken aback by the tremendous space in this building and how much that it did not look like a funeral home. On the walls was a collage of at least 100 pictures in frames covering the four walls; similar to a wall of fame, especially like those at restaurants where the owner takes pictures with celebrities who have visited the establishment. I became in awe as I saw pictures of the Jackson 5, James Brown, Muhammed Ali, and other legendary people with the same man with an afro and a smile so big, it could light up a room. I continued to follow the directions and as I approached the only open door, I was greeted by Richey Don, the constant smile in those pictures, but now he was much older. He stood about 6'3, with glasses and a low

cut hair style, but fully gray. He invited me to sit down in a fabric chair, the kind that sits in living rooms as he sat behind his large wooden desk. I found his office to resemble a room rather than an office. There was a comfy couch and a studio, where he broadcasts his daily show, which would occur 30 minutes after the completion of our interview.

I introduced myself and he immediately began to talk to me as if he had known me and like he had done interviews all his life. Very relaxed, poised, and engaged. From the start, I knew this interview would be interesting as I knew I would be interviewing an 84 year old man before my arrival, but the energy and tone of his voice felt like I was talking with an active 50 year old man. After telling me that he was going to dedicate a song to me and my mother (the person who suggested him for the interview) on his radio show, our interview began.

Family beginnings

Well, I was born in the country, Magnolia Springs, Texas. My mother and father ended up in Deweyville, Texas, that's on the Sabine River between Texas and Louisiana. Its right on the river, the Sabine River is the dividing line going east on I-10. Deweyville was about an hour from Orange, Texas. We lived in Deweyville, Texas and I believe my career started at an early age of seven. Seeds, garden seeds. You could order garden seeds out of a catalog and they would send them to you and after you sold them, you could send them the money. And in some cases, I sold little bitties. You could order little bitty chickens for the house, for the home and we would do that too but I wouldn't sell

the chickens, my mother would raise the chickens. But I would read the book, the almanac, and see where I could order seeds and I would sell also the Pittsburgh Courier, that was a Black newspaper printed in Pittsburgh, PA. That's how the Blacks got their news at that time. The Informer out of Houston was an old paper too but the Pittsburgh Courier was going into the little saw mill towns like Deweyville, Texas.

And I went to elementary school there and I think, looking back over my life, I think that's how and it will have to be something that's born within, I think that's how I got my career started in sales and business. And I used to parch peanuts and then sell the peanuts, like a nickel a bag, 10 cents a bag, something like that. I knew I did it, I knew I used to shine shoes but I can't remember how much I got for shining those shoes but I did shine shoes. It was like 10, 15 cent, 10 cents something like that; I would imagine that's what it was because at that time Coca-Cola was a nickel a bottle.

So my career started back in those days when I was a little boy and I guess that's something I had within. But anyway, I attended school there in Deweyville, Texas. They had a three room school house; you had elementary school, junior high, and high school all in the same building. Can you imagine that? And at that time teachers, if you didn't get your lesson, they'd whoop you with a switch and they would send you in the woods to get the switch. I'm going back to the beginning of my career. But I had enough sense to count my money which wasn't too much. So I think my career started at that time. But now

jumping over to finishing high school in Orange, Texas; my father left Deweyville and moved to Orange. And he was working in Orange, so I had to go with him and my mother there. I think my mother and father separated in Deweyville, my daddy went to Orange, I went with him and my sister stayed with my mother.

In his autobiography, Richey recalled his father's parents being middle class owning farmland and livestock. His mother's parents were poor. He compared his grandparents and seems to favor his father's side and mentions his paternal grandmother was a great cook and paternal grandfather a hard worker. He stated his maternal grandmother was not a good cook and did not mention his maternal grandfather. Richey also recalled enjoying his visits to his paternal grandparents' home because he was able to ride horses, eat, and watch cattle dip, work in the fields, and socialize with relatives. He mentioned that as a child, he always thought big and desired to live in a big city.

In his book, Richey talked vividly about the fourth Sunday in August in Magnolia Springs at the local church where people gathered for a big dinner. They wore fancy clothes and rode in on their horses and wagons. In describing his childhood and family beginnings, he always seemed to make comparisons between rich and poor people, an economical divide.

He also started working at the saw mill with his dad at the age of nine; it's important to remember at that time in America, this was common as there were no child labor laws and children were expected to help out with the family income.

Existence of career influences and role models In his autobiography, Richey Donovan recounted Mr. Paisley, who owned houses, a lumber company, and a store in Deweyville, the town he grew up in. Richey referred to Mr. Paisley as a man who “called the shots” and was “king of the hill” because he printed his own money coupons for employees to shop at the store. Richey’s admiration of Mr. Paisley was so strong that he thought the town should be named after him. In his book, he narrates “looking back, I realize now that he [Mr. Paisley] was one smart businessman. He controlled the town and everyone in it, including my father, who went to work at the Paisley Lumber Company shortly after we moved there from Magnolia Springs”.

Richey specified admiration for quality people of high standards. This seemed to include people who were businessman, caring, and entrepreneurial. For example, he spoke of Mr. Sabe as the owner of Orange, Texas, who he admired once he moved with his dad after the split of his parents. He also mentioned how he admired his stay-at-home mother as well because she cooked for everyone and was a strong and fair person, characteristics that he sought to duplicate. In a 1987 article featured in his book, it proclaims that Richey inherited sternness and sense of humor from his mother; Christianity and obedience from both parents; and thriftiness and real estate acquisition from his father.

No, nobody I wanted to be like, not even my daddy. I used to admire my grandfather. My grandfather, I don’t know how that man came about all the property he had, because I didn’t know his history. When I came up he was already doing good. My grandfather had a lot of land in Magnolia Springs,

Texas and he had a lot of cattle and horses and farmland. And when he died, he had split it up for all his children. He had about five or six and he had surveyed it all out to them. He's just that smart, he's the one that I admire my grandpa. And I guess I must have took something from him cause he had a lot of property.

Pressure In his book, he mentions that his father wanted him to be a doctor but he realized he did not have the proper foundational education to become one.

Support In the book, he mentioned his father's side of the family were all college graduates and were doing well and they helped him. His uncle Zeff took him to his first professional football game and allowed him to use his truck to drive to his job at the Post Office. His uncle Prentice owned a bails bondsmen in Seattle. His aunt Evelyn allowed him to live with her when he went to live in Los Angeles to work at the Post Office.

Making meaning of career experiences

When I got to Southern University, my daddy sent me off to be a doctor. He wanted to see me be a doctor but when I got in college, I realized I didn't have the background from a segregated school in Orange, Texas to be a doctor. I didn't get much biology and chemistry and that was one of the requirements of entering med school. I had basic math and I was always good at math but biology and chemistry, I knew very little about solving those chemistry equations. We didn't know nothing about no biology, we were reading that out of a book. This is one of the results of segregated schools. We didn't have the same types of teachers. Our teachers weren't capable of what they were

supposed to be teaching us. We got a lot of geography, we got a lot of math and I realized that when I got to Southern University, so I majored in tailoring.

I started there; I used to run a tailoring shop. I was cleaning clothes and making money cleaning clothes. I was waiting tables in the teachers' lounge in the cafeteria. See at Southern at that time they had a cafeteria you get in line just like Luby's and I was waiting on teachers. And I would take some of that meat home to the dormitory and on Sunday nights I would sell hamburgers and ham sandwiches with the meat I had stolen from the cafeteria. I guess I was a businessman from the get go. And I ran the cleaners and I would clean the president's, President Felton Clark was the president of Southern University. He was the son of the original president Felton Clark and I was cleaning his clothes, his suits, pressing suits. Most of his suits he just have them pressed because he didn't wear them much. He had so many of them. I would press his suits and I was making money pressing other people's clothes running the cleaners. And I don't know if anybody else could bring stuff, yeah they brought it in there and I was charging them. And I made money doing that.

In the meantime, my daddy was sending me money. We didn't have student loans at that time, I don't think so, I never did get one. But I stayed there taking the courses I need to take and after I finished I knew how to make clothes, I knew how to sew. I could take a piece of cloth, cut it out and lay it on the table and cut out a man's coat and pants. Just draw it out with measurement and everything, no pattern. Eventually I bought some patterns for a man's coat but

before that I was drawing it out on the cloth with white chalk. And I went in business in Orange, Texas selling suits. Finally, I was doing so good that I could tell at that time I could bring my cloth over to Houston to the suit maker and they were making them wholesale. So I'd pay wholesale and then sell it retail. So I did that for a couple of years and if the weather got bad in Orange, most of the work was construction work and the construction workers couldn't get any jobs and they couldn't buy no clothes, so I left Orange and came to Houston.

And when I came to Houston, I had started a new thing. I came to Houston and worked at Finger Furniture Company, delivering furniture and eventually I started working at the Post Office. Living in Houston, I stayed here awhile then I moved to Los Angeles. The whole while I was here, I was waiting tables, doing different odd jobs, and went to Los Angeles and stayed there awhile working in the post office and then I went into the army.

I went into the army there and stayed in the army about three years. And when I got out the army I had to get in the reserve and staying in the reserve about three years and then I ended up back here in Houston. And I ended up in the post office and finally I went into business. Well let's see, while I was working at the post office, I'm trying to recall now. And being my age, you can't think of what you did yesterday.

While I was working at the post office, I think it was they started a DJ school, a disc jockey school. Well I always knew my voice was different. If you listen to this tape you're gonna say this man sound different from any other man I

ever interviewed. I always knew it was different and so I went to this DJ school and I went to the class and it was about 25 people in the class. I said you don't have that many black radio stations for all of us to get a job. But I said if anybody get one, I'm going to get one. So the guy called me after we finished, took about a year after I finished. They had an opening over at WZUP a friend of mine named Otis Rollins, I never will forget, he called and told me, said 'Richey Donovan they need somebody down at WZUP for a weekend'. And I went down there and the man gave me the job. Because the guy that had the school, they knew I was sounding different, I was different. So I worked there for about three years WZUP. Worked at WZUP on weekends, I would just open up on Sunday morning and I would stay there all day Sunday night til 12 Sunday night. Six o'clock Sunday morning til 12 Sunday night. I'd take a break for one hour for lunch and I stuck with that for about three years.

In the meantime while I was doing that week guest and weekend, the regular DJs, the drive times, AJ, her name was AJ, her name was Alma Jean, but her radio name was AJ. And so I would do her show four hours for \$5. A whole four hours of radio disc jockey for \$5. One name Scout, I did the whole show for him, you can get Richey Donovan to work anyplace. I was R. Donovan Jones then, whole four hours for \$5. Then an opening came up for an evening DJ I think it was Sunday, Sunday evenings. Cause he would relieve me on Sunday evenings I had one splitting it. His name was Richey Rich and somehow he lost his job and they gave it to me. And I became Richey Don. So what Richey Rich

would do, AJ for 4 hours, \$5, Scout four hours for \$5, then they want to get off they were the main DJs at WZUP at that time. So I took that, I was doing that, I was getting that training.

Sometimes you have to intern, you got to do training. Nowadays you got to pay interns. Well they were paying me, \$5 for four hours, alright. So an opening came up at WKRP, they heard me. They used to listen to me, they know how I sounded. So WKRP called me to come over there. When I got the evening drive, that's from 2p to sign off, that station was a sun up to sun down. They would call it a daytime station. A day time AM radio station is sun up to sun down. Sun up comes sometimes like the time changes, the station sign on 6am sometime, on 5am sometime 7am, sun up to sun down. Sometime I used to sign off at 5:30 and the sun would set in January, February sun sets about 5:30, okay I signoff and get into traffic. But it wasn't no traffic like it is now. There weren't many cars like it is now. We talking about the 50's, late 50's early 60's. That's what we talking about now. And I started working, but now when I started at WZUP that was 1957. That's when I started in radio.

In 19 and 57 and now its 2013 and I'm still in radio, I ain't making no progress. I'm just in a rut. (laughs) But I stayed there, I stayed working at that station. And while working at that station, I saved enough money to buy some property on Reed Road. Real estate, I bought 2 1/2 acres, 2 3/4 acres of land on Reed Road. Reed Road was a two lane road, two lane straight road in Sunnyside. I bought that property and I bought two lots out there. I was married to a school

teacher at that time, she was saving her money, I was saving mine. And we bought a house she say “we got to buy a house first” I said “I want a business” but we got to buy a house first. Now I didn’t know that I wanted a motel. You know what made me want a motel? At that time, I built a motel with the contractor for \$32,000. Thirty-two thousand dollars back in ’59, I opened it in ’59. And the title company, the man that was at the title company, he said “Richey Donovan it’s going to take you a long time to pay off this \$32,000”. You know he didn’t think I could do it. He didn’t know nothing about the motel business. I finished that motel, what nothing but 13 rooms, 13 room motel. When I finished that motel, and turned on the lights, boom here come a customer! “Ya’ll open for business?” Yeah, shoot, I kept filling up, fillin up, fillin up, I used to do some business there.

I grew to, when I left, when I gave it up, sold it, I had 123 rooms because at the same time on the same property I built some apartments, duplexes and I found the people hard to pay rent. It’s hard to get your rent and they know the process of getting them out. So I took the duplexes and made them motel rooms. Water beds came into then, I made all of them waterbed row. I put waterbeds in all of them. Some of them I made two, four motel rooms out of a duplex. Four motel rooms out of one duplex! Then I built some more. I built one building, it’s a picture of it out there, 40 rooms. First I started with 13, then I built one 26 I think it was, then the next building it was 40 and then I took the six duplexes that

I had and made them motel rooms so the whole complex on the two and a half acres, I filled up the whole 2 ½ acres. I just kept investing, investing, investing.

Oh now listen to this, when I was working at the motel, running the motel, working as a DJ, I saw a recording artist. See we didn't have television and we didn't have FM radio. I had the city in the palm of my hands because I was good. And I'm still good at 85. Not as good as I used to be but I'm as good once as I was once. And once is good enough anyway. Can I get an amen?

The motel, I ran that place from 1959 to 1980 something. I got tired of doing it. I was making money. I was making big money. And then I recorded a group called Archie Bell and the Drelles. You see that in my bio. And we lucked up with a record called "Tighten Up". Got to be a million selling record. The good Lord been blessing me all of my life. For the things that I've done and the places I've been. We got that "Tighten Up" record and from then on, my career just kept going up and up and up. And I kept investing and investing and investing. And we bought the radio station I was working for, five of us bought WKRP radio 1429.

And I was one of the owners but I got...and I ran for County Commissioner in 1976 and I found out how dirty politics is. That's a dirty game. Whooo that's dirty. So I said, I don't never want to get into politics anymore. I didn't know it was dirty. I don't backbite nobody! Back stabbing. You talk about backstabbing, it was guys coming to my meetings, finding out what I had going on, and going to my opponents meetings and telling them what Richey

Donovan is doing. So I said I didn't want to do that anymore, so in the meantime, I had spent so much of my personal money, that I said I got to get my money back. So I went off the air, in order to run I had to get off the air. I could've gone back.

I don't know, it was just another thing to do. It's just another thing, you see, you take like the man Mitt Romney ran for president. What was his motivation? Just something else to do. He's rich, I had money. You don't know what to spend it on. You see these guys getting all this money get to dope. They don't know what to do with the money. I was almost in the same fix. Managing money is a course within itself. And so many of the athletes they get all the millions of dollars they don't know what to do with it. They start buying cars, and one time I had a truck, three Mercedes and a whole bunch of other cars and it took me a long time to realize why do I have all these cars? I can't drive but one. I had to buy battery charges to keep the batteries up in them. You know and it doesn't make any sense but I didn't realize it then. When you are young, you don't know what to do.

I talked with a guy that finished at the University of Houston and got a big bonus for signing with one of the professional teams. And I was talking to him and he said "Richey Don, I wished I had met you long time ago before I blew all my money". You know money managing is a course. You get a degree in that. And you have to love it. So I got mine from doing. I've been broke

several times but I just have the ability to come back. And I always think big, I don't think about no ranky danky funeral home. You came up here this is big!

You get me talking, you can't ask no question when I get to talking. Cause I done took you from a birth almost went back to this radio, I'm taking you to the funeral home. You now say how you get into the funeral business from entertainment. And I'm going to show you a lot of pictures on the wall so you can add that to your thing. How you get from an entertaining radio DJ, I was playing rhythm and blues at WKRP. I knew about gospel from WZUP cause that's what I started on but today when I started with this station, it's been 15 years ago. I've been here in this building about 20 years. I was here about 5 years, maybe less when I went to KPPJ Gospel 1379. I knew about Gospel radio but when I was playing R&B, I'll say it again, you had no TV to promote your show. You had no DVDs, you had no FM radio. It was WKRP and everything was segregated. And a White station playing Johnny Taylor, they were calling that race music. But see I was playing Johnny Taylor, Bobbie Bluband, BB King, Temptations, Michael Jackson, all those people. We had the White people and Hispanic people that liked that music they were listening to us too. Different strokes for different folks. And they would listen to us and all those artist came to Houston.

Houston was a good promotional town; you could make a lot of money in this town. Always a lot of Black people here. James Brown, they all came to the radio station promoting their stuff. Michael Jackson, Lou Rawls, Muhammad

Ali, he fought here in the Astrodome. I M.C.'d a fashion show in between fights. The heavyweight, see when you have a heavyweight fight, they have about three preliminary fights, so in between the main event and the fight between them, I had a male fashion show and gave a prize to the winner. I have videos of this stuff. Everything I'm telling you and they roasted me just about at every club in town, including Corinthian Pointe. I have videos on all this stuff. They used to roast me.

I was looking at a roast the other day, my 65th birthday because I had just gotten my first check of social security, I retired and got my social security check at age 66. What did I retire from? I really, retired from the recording business. And I retired from the apartment business. And I sold the motel. I retired from the motel business. I had three motels and I didn't tell you about all the ones that I built. I built two on the north side, one on 59 and I never did go into it. I built it and sold it. I sold it before I built it. I had one with my uncle and we split up and I left him with that but we had two together.

But I never did like partners, I was in partnership with promoters and things and some of them would pay their part of the loss and I had to pay it all, so I'd rather be by myself. Even at the WKRP, me and the one of the owners, the manager, we didn't set horses to well. We got along but we finally went to court. (laughs) I'd just rather be by myself because I have different ideas and most of them don't think like I think. Even my wife don't think like I think. See when I went into this funeral business I was gonna have me four, just like I had motels, I

had three or four. I built one over on the north side, I remodeled, I spent \$30,000 remodeling a post office.

I was still the owner of WKRP, so I sold my interest out of there. Because I sold AM radio and I was looking at the ads of Johnson McCoy in the obituary they used to post things out there in the Chronicle and read all them ads, I was like ‘damn there must be some money in that business; so I bought this building and he [Todd] agreed to that. I said, “You want me to leave you a funeral home?” and he [Todd] said “yeah”. And Jordan said his mother and father was dead. I said “you want to be my child?” He said “yeah”. So Jordan came on in with us. But we were here about four-five years before Jordan came along. And then when Jordan came along it was the two of them and in the meantime, I started working on KPPJ, I was going down there to do an hour, and I was promoting this funeral home. And I still promote this funeral home. See I’ve been in advertising all my adult life almost, so I know the value of advertising so I kept on advertising Donovan & Sons, Donovan & Sons. And talking about Jones & Sons, Jones & Sons, Jones & Sons. And I still do.

Pivotal and turning point experiences in career

I had colon cancer and when I got well, see they thought I was going to die, I thought I was going to die. I was going to the health club and they guy said “Richey Don you better start [seeking retirement] at 62 cause you may not make it to see 65” but I’m 85.

Richey's stint in the motel business was also during segregation, when there were few hotels for Blacks to stay in Houston. He recalled "I went to one [motel] once and saw all those people going in there getting those hourly rates and I said 'damn, must be a lot of money in this business'. So I said, 'I want a motel'", and this was the turning point that got him started in this business that he would do for many years. However, this business did not come with immediate support from his family and also led to another pivotal experience in his career. He continued,

And my wife at that time said "I help you get the motel if we get a house first". So he [Todd] didn't want no motel and I'm a good man. But I have my vices (laughs) okay, so I said okay I'm going to leave something for my son. 'What you want?' He said 'I want to go to Mortuary College'. So he went to Mortuary College.

Continuance of the legacy

Well see, I have one son, Todd Jones. One adopted son, Jordan Daniels. Todd he went to the University of Houston and he didn't make no progress. I think they put him out or something. I had a recording studio and I thought he wanted to get into that and I could make it bigger and bigger and bigger. In the recording studio at that time when he came along, it was getting more high tech and I had an engineer in there and every month or two months, the engineer had saw something new come out. And that's the way it is right now, cell phones come out every three-four months. So it was in the recording business same way, a lot of stuff comes out. So the engineer said we need such and such thing

and I'd go buy it. Then I said "hey man" and then my son he got in the place and didn't want to fool with it no more.

I said "wait, I got to find you, you got to find you a job". So I said, "What you want?" he said "I want to be an embalmer". "An embalmer, what's that?" He said "a funeral home, I want a funeral home". I said "you don't want the motel?" I had the motel then. And the recording studio was at the Venus Motel. And he said "no, I don't want no motel". He grew up there. He was raised at the motel. Okay. So he went to Mortuary College. I said 'I'll get you a funeral home', so I was going to make my house a funeral home because it's on a lot of property. My wife say "I'm not gonna live in no funeral home". So I saw this building for sale. I was just riding looking for property. This used to be a bank and I saw it for sale. I said "damn I can get that, I can get that building". So I went to who it was listed with and found out how much it was they told me and I put up a down payment.

I don't consider myself nothing but a human being. Legacy what is that to me? I don't know nothing about that. What is legacy? I don't know. To live right, do right, help other people and die and go to heaven if there is a heaven. I hope it is. I've been taught that there was but I never died and come back and don't know nobody else that died and came back. Me being in the death business, that's what I'm taught, that's what I read, that's what I believe.

Sense of belonging and community Though Richey does not believe in legacy, he is a strong believer in community. In a newspaper article as cited in Frazier (2012),

“It was his ability to inspire young people to believe they could become successful in the music industry that made the real difference for him.” (p.124). He was known for his public appearance and engaging the community. “Richey Don’s style would bring together an older, rural form of humor and recast it in a developing urban atmosphere” (p.123). “It was his ability to inspire young people to believe they would become successful in the music industry that made the real difference for him” (p.124).

Additionally, Richey used his talents and connections to help his pastor grow his church from 15 members to the largest Methodist church in the United States. Additionally, he held several benefit concerts that were free to the community and were mainly done to unite the community. He explained,

I took Mt. Zion Evangelist Temple, Faith Temple Baptist, a Methodist church and a Church in God in Christ, I put them together at Jones Hall and I paid the bill and it was free to the public. I brought in the choir, wasn’t no Taylor Brown then. She was a little girl. If you talk to Bobbie Murray ask him about it. I had posters out on the streets; I had the three pastors from different denominations and three choirs from different denominations at Jones Hall downtown.

The next generation Richey’s career legacy became the foundation for the Jones family career legacy. Richey’s sense of community translated to the attitudes and behaviors of his sons. Additionally, in his generative thinking, his desire to leave Todd something, resulted in a continuation of his legacy through the evolution of his career. The purchase of the Jones & Sons Funeral Home added a facet to his legendary career that his sons now have a role.

After my interview with Richey and guided tour of the wall of fame that precedes his upstairs office, I went downstairs to interview his two sons Todd and Jordan together. At a conference table in Todd's basically decorated office, Todd and Jordan seemed very timid and unsure of the interview. But after a brief introduction and quick overview of my intentions, the two seemed to relax and our interview began.

What is interesting is that they do not have an extensive career story because their careers were perceived as a calling and they knew early on what they wanted to do and through support of family and friends, they set out to do it and continued to enjoy their careers, which they feel gives glory to God. Their answers were similar and piggy-backed off of each other; therefore, their interviews were incorporated into the categories together and signified by their names for their individual responses and comments.

Family beginnings Todd responded,

I wanted to go into the funeral business cause as a child I was always interested. My mother she's from South Louisiana and when we would go to South Louisiana, there was a particular funeral home in New Iberia, Louisiana. A big building and they used to have a lot of ambulances and hearses outside and I was always interested and I never knew what that was and that started the interest of the funeral business and that's what I had always wanted to be.

Jordan added,

And so as a kid growing up I played the minister, the dead person, and the undertaker, what they called us at that time. I had no idea that this would be one of my dreams. And so I've been doing this ever since I was 16 years old.

Existence of career influences and role models Todd shared his thoughts of the influential people that affected his career.

Well mine was like different entertainers, beside my father he was a big role model, and a lot of entertainers that he introduced me to such as like James Brown, George Clinton. And then you had people here in Houston, Jesse Anderson, Chuck Clay, a lot of people, entertainment moguls, David Miles and then a lot of ministers that have gone on, which was a cousin of my father's was Barron White and then a lot of the old funeral directors. Mr. Kevin Johnson had a big funeral home in Fifth Ward. Those would be my role models. There were more strong leaders. They were people that you didn't hear any negativity about such as what you hear today. You know the ministers they were higher echelon people and people looked to them for guidance even a lot of the entertainers you didn't hear anything negative about drugs or anything. They even gave back to the community; did benefits, would come here to Houston to do benefits. My dad would ask them for different things say 'I need you to do a benefit for this'. "Well Richey, no problem" you know just positive influences.

Jordan commented,

Yeah bout the same. They were positive people in the community. They did positive things in the community to help people. They were not the type of people that were out there trying to rob, steal, or kill. So when you see someone that is positive in the community that was well educated, they gave back to the community.

Pressure Todd remembered the pressure he experienced.

They [my parents] tried, wanted me to be a physician and I didn't want to be. Either a radio announcer or a physician and I didn't want to do that so, I ended up doing something else but it came back to this full circle. Yes and that's how that happened.

Support They did not speak about support but tremendous support existed because Richey Don spoke about how, because of the career aspirations of Todd, he bought the funeral home for him, despite his desire to have Todd follow in his footsteps. In addition, Jordan stated he received support through friends. His parents died, and then by Richey taking him in as his son and creating space for him to live out his career in the family business are demonstrative of support for his career choice.

Family values Jordan stated "responsibility". However, Todd provided more detail. And honesty. Being or having a word. That's a main object as of now a day. People don't have words. Used to be back when I was a kid, your word was your bond. If you asked me to do something and I told you I could do it, you looked toward me as holding that word. Nowadays when you ask someone to do something they'll say "uh yeah I can do it". Then when you go over there for them to do it, "ah man" everybody comes up with excuses. Today's generation is full of excuses. When I was a kid, no such thing as excuses. My dad said "take can't out of your vocabulary, you can do it". He say "the only thing that stop you from doing something is yourself". You stop yourself!

Sense of belonging and community Jordan replied,

And so I made myself a promise, in fact a couple of years ago, every summer I used to buy paper and pencils and everything to give to the kids and so I made myself a promise that when God blesses me I want to be a blessing to others. As they gave back, we're in a position now that God has blessed us that we give back.

Todd

But you can't pat yourself on the back and say I did it, you better say "thank you" to Him. That's it and then when you have a staff of folks that are working with you and cause this is a team. It ain't no little I's or big I's we all in this together. If I mess up, we all mess up. If he mess up, we all mess up. We gotta make everybody look good for the boss up there, my daddy, Richey Don, ain't that right Jordan? Cause he'll tell you in a minute "cause people gone call me and say 'Richey Don, them boys messed up over there'. And he tell us all the time, "Ya'll don't know it, I'll be out and people be telling me your boys they took care of business they treated me nice and they didn't take all my money either".

Making meaning of career experiences

Todd

Helping someone in their time of need because that is what the main goal is. In death that is a critical time in a person's life. It is not an everyday occurrence.

When it happens, you don't know the individual. It's almost like you hear the old

cliché “I know how you feel” no you don’t know how a person feel. Because every individual takes in different and we would like to be remembered as individual persons that helped the clients that came through our doors of being some type of influence that made a difference in that transitional period. That’s what I would like to be remembered as.

I worked for the City of Houston then I worked for my father when he had another business, but in the neighborhood it was a funeral home and I got to be friends with one of the owner’s sons. And then he came into it, you know when his daddy became ill, and then he would let me hang around and I would see things and then that’s how I really got a little bit more in to it.

Jordan

Well I got into the funeral business, my fraternity brother’s family owned a funeral home in Louisiana. And out of all the other jobs I ever had I’d say that this the job that I liked the most, enjoy doing because I’m serving families. From the time I was in high school, I worked every summer at elementary schools but as far as the funeral business, no. There’s two songs that put me in the mind when you asked that question. “May the work that I have done speak for me”, that’s one of the songs. And there’s another Black history song that puts me in the mind that if I can help somebody and that I can cheer somebody with a song that my living shall not be in vain.

...My passion is to make sure that my family doesn’t have to struggle, that’s one of my main passions and concerns and to make sure that the families

that we serve here, when they leave this place they left feeling somewhat satisfied and pleased with our services. Because when it comes to the families that we serve, we take it personal as though if it were our own. And so wherever we go, if we should have a death in the family in another state we feel as though they should treat our families as well as we treat others. That's my main passion especially in this business. If my families are happily satisfied, then I am.

Todd

You only get one shot to do it right. You can't make mistakes, mistakes are costly. And so you have to want to be the best that I can be and you know and you can't half step and when they walk through the door I should be on point to be able to help them. That's what the main passion is. Like they told us at school, you should want to do this with a passion even if you couldn't get paid for it. You know just like a minister, you have some ministers that say 'I don't do it for the compensation, I do it for the glory of God'. This is actually a ministry. This is our calling. God gave all of us talents. He gave you a talent, gave me a talent, gave my brother a talent. Our talent is to help someone. That's why we're here. We're not supposed to just sit here and like a bump on a log. When people come through the door they looking for help. And they asking for help and guidance and that's what we try to provide help and guidance.

Help them transition from point A to point B and we continue to still help because we also tell them that the service doesn't stop after we come from the cemetery. Our passion also is that people still call us for guidance continually for

things that they don't know or understand. You have to step out the box. Sit in the seat with the person, don't just sit across from them you know and 'yes ma'am and yes sir'. Put yourself in that situation. Move yourself from here and sit here vice versa and then you'll understand. Yes ma'am.

Families saying the job well done, when we walk them in that chapel. And you know they have the confused look on their face, they not ready to go in but when they go in and they look at their loved one and then they look up at you and say "I didn't think you could do it but ya'll did it." And the thing that we tell them "it wasn't us, it was Him". That's the main joy. That supersedes it. When that family, whether they paid you \$10 mil or \$1, you should treat the same way. Cause if you treat them any kind of way, they will pick that up. They will say "they treated me, I guess it was cause of the money I spent they treated me like that". You want to make them...like a friend of mine used to say "roll that red carpet out" and sometimes they never have gotten the red carpet, they say everybody that come to your door should get that red carpet treatment from the beginning when they walk into the door until the end. And then they say "I know where I want to go when I leave this world, Jones & Sons Funeral Home over there with Todd and Jordan and Richey Don. Or better yet, is this Richey Don's place? (laughs) That's where I wanna go, Richey Don's place!"

I'm going to add to that. When you in the grocery store shopping and folk come up to you and smile and say "hey man you buried my mother, you buried my father" and a little kid walk up to you and they say "yeah you buried my

grandmother” you be in the cleaners and folks know you and walk up to you “hey baby how you doing?” You be in a restaurant, you sittin down eating, people come up to you “hey how ya’ll doing? You know man ya’ll sure did, man, ya’ll surely put so and so away” you know that makes your day verses you sit there and folks see you and they look at you and you know their family looking at you and they go the opposite direction, which, thank God, we ain’t never had that happen, knock on wood. But when they come up to you and pat you on the back or even if you’re at another funeral and they see you and they say “you may not remember me but you buried so and so and you didn’t know this my cousin ya’ll got and I told them to come to you all cause ya’ll treated us nice”. You know and “make sure ya’ll come back to the church and eat dinner with us and feed them boys, feed them first before you feed everybody else”.

So and little things, a lot of times people come by and drop off gift cards and say “man hey, I don’t have any money but won’t you and your brother go out to eat” and you say man, you was planning on going to Jack in the Box, we can go to Boudreaux’s or Pappas. Things like that you don’t be looking for but you did something and you made somebody’s day and you made somebody’s night get better. And they tell you and even if people call you on the phone at 8p, 9p, 10p or 11, 12 at night you sleep and you get up it makes a difference when you wake up and they say” I’m sorry I’m disturbing you, I don’t know what to do”. And you say “what’s going on?” And they say somebody has passed. Or they pay, ask you for a price list sometimes you be wanting to tell them “baby this

ain't a time to talk about price" and then you catch it before you even say it you go on a tell them and they tell you "well you know what, okay thank you". Then you get a call the next day and they say "you know what, I called a bunch other funeral homes but you talked to me and it was two in the morning and you made me so at ease and I told the rest of the family when she make that transition, call on over there to Jones & Sons" that's when you know you doing something right and you know you can pat yourself on the back and you also tell them thank you.

Jordan

The main focus is loyalty and it puts me in the mind of the quote that Gladstone wrote that I have at my home, and it says about loyalty and it talks about respect. And when you in this business, loyalty means a lot and respect means a lot. So that's the most important thing when it comes to the families, they're looking for respect, they're looking for honesty, they're looking for loyalty. Like he said "show me the manner in which a nation or community cares for its dead and I will measure with exact mathematicalness the respect for the law of the land and their loyalty to high ideals", so when whatever you do be good at it and be loyal. And once you bless others, the blessing will come back to you.

Todd

Amen. I can't speak for everybody but here doing positive things, serving families, we up all hours of the night, the phone never stops ringing, we have to answer. I answer that phone 365 days a year, seven days a week. You be trying to take a shower. I have the cell phone right there. I had to cut the shower off,

rush over there and then I say “may excuse me I was taking a shower but hold on let me dry myself off”. Because they want you, something happened and because if you can’t do it, someone else will. They’ll tell you in a minute, if you can’t do it, someone else will. So you have to be information. They call us for information, they call me, they call him for information, because they feel comfortable with us for anything. They walk in the door and they don’t know and you can’t be mean to our senior citizens because they uneducated. You can’t look down upon them because they expect you to do that cause they figure you got an education but you have to kind of check yourself, then get on their level.

Continuance of the legacy

Todd

Definitely we would want that [for our children to be involved in the business]. You know but like he said, it’s up to them you know it’s up to them but we hope and pray that they would carry it on because that’s what we building a foundation of this, you know we would be considered the first generation funeral directors. My dad is not, he just the owner. So me and Jordan, we are the first generation and we looking for that second generation and then the legacy we don’t want it to just stop with us and then die out. We want to be a force to be reckoned with and continue forever.

Jordan

That is the goal. But you can bring your children in the world and give them the best education in the world but it’s up to them, it’s their choice. Would we love

it? To carry the name on? Of course. Our kids are small, so if they not in school then every once in a while we will bring by the funeral home and let them get acclimated and show them around and things of that nature. Let them have a little hands on experience, not too much (laughs) but we'll let them have a little hands on experience and if they have questions, we're here to answer it. My daughter, she's more interested than my son. She's very inquisitive.

Todd “Growth, and continuation you know, never ending. It's like God left a legacy, his people are still continuing on from Adam and Eve till the present and it's going to continue on”.

Summary The Jones family career legacy is different from others because the career path is not is not in the same footsteps. However, their legacy demonstrates that younger generations can influence the career decisions of older generations. It provides a different outlook on the familial influence and how legacies can be created and maintained. Todd and Jordan were able to fulfill their calling on the basis of Richey Don's personal career legacy, which has merged the careers of two generations and has begun to set the tone for the next generation in the funeral home business.

The Herrera Family: A Legacy of Community Bankers

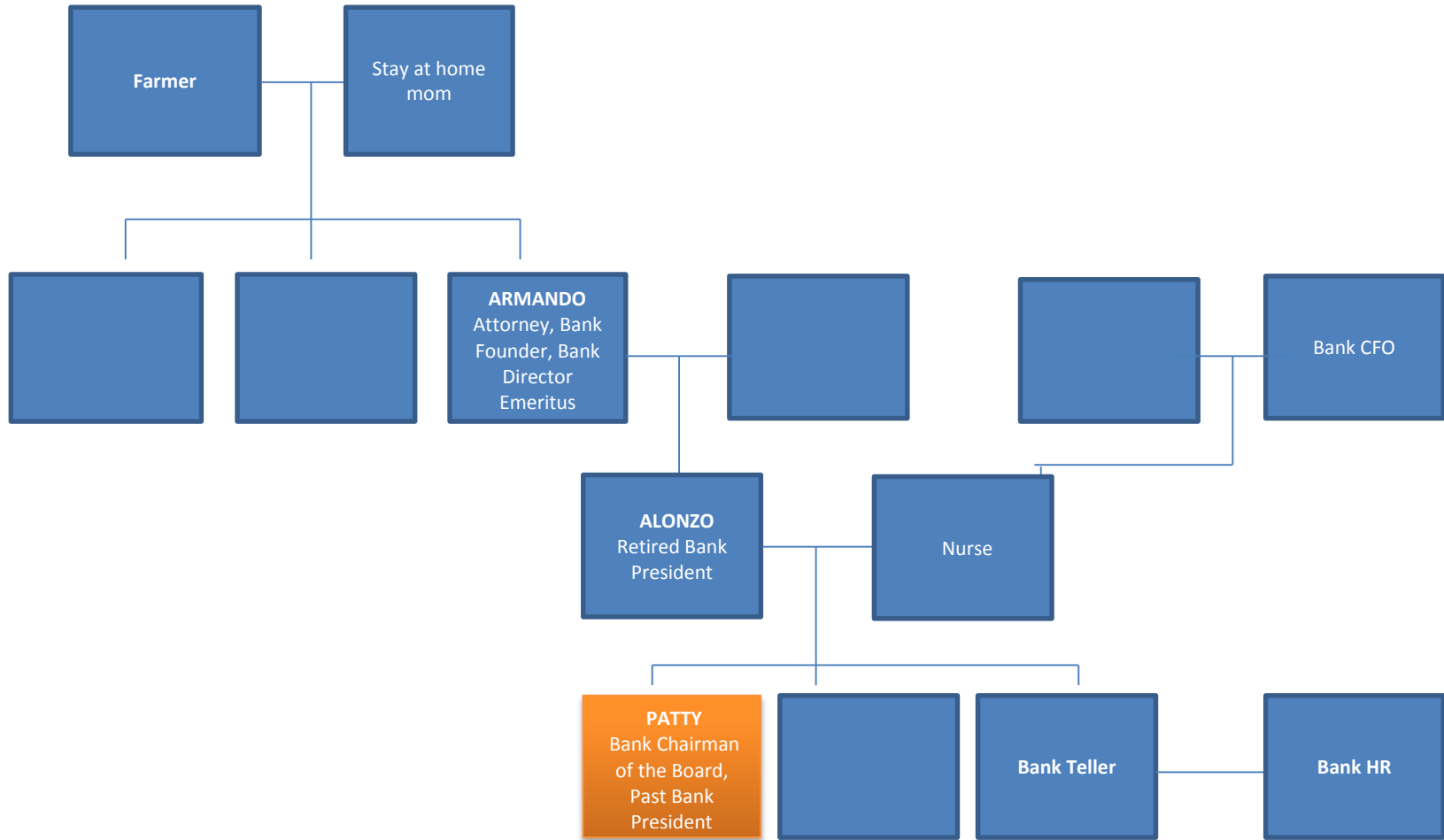
Overview This story details the family career legacy (**Figure 7**) of the Herreras, a family of community bankers in a north-central, small New Mexico town of Taos. This story is told from the perspective of Patty, a third generation CEO at Pinnacle Bank, a community bank founded by her grandfather, Armando and taken over by her father,

Alonzo, who served as president and CEO, before passing the torch to Patty, who became bank president at 23 years old and now serves as CEO and Board Chairman.

This family's modest beginnings stem back to Armando's upbringing on a fourth generation farm, where his persistence and intellect afforded him the opportunity for higher education. After a pivotal experience of being denied a bank loan because of his ethnicity, he set out to establish what is now known as Pinnacle Bank. Throughout the years, he enlisted the help of the community and family to not only found the bank but manage its operations. Alonzo, continued the legacy of community by doing the same family enlisting demonstrated by his father after Armando wanted to return to law. Then after two decades of running the bank, Alonzo's preparation of his protégé for leadership was not in vain, as Patty graduating from college, decided it was time for her to make an impact on the community. And home was where she knew she could.

Coming back to home to Taos to help the community was the common thread between the three as they all had opportunities to succeed elsewhere in larger cities. Their commitment to growth and impact in their community, compassion, desire for social justice, and family values of hard work, integrity, and passion created and maintained a financial institution that exemplifies their heart for people, family, and the future.

Figure 7: Herrera Family Career Tree



Though Armando and Alonzo are still alive and there are several other members of the family that work at the bank, Patty was the only one available for interviewing via Skype. She was referred to me by a professor upon their learning of my research topic. Though I could only interact with her over the Internet, I found her demeanor pleasant and reserved. She appeared to be in her late 30's to early 40's, brown hair, and wearing a khaki collared shirt. This family career legacy is told from Patty's perspective and backed with external documents to provide a holistic understanding of her career story.

Pinnacle Bank's website offers a great quote by Patty that provides insight into this family career legacy.

Giving back to our community is who and what Pinnacle Bank is all about. Taos is my home and I believe in the power of community to make a difference for future generations. For me, our giving program is not just about money, it is about being a proactive leader in making our community a better place to live and work. This takes resources of many kinds including our time, getting involved, rolling up our sleeves and working hard to make a difference.

About Taos The town of Taos is one full of rich heritage that dates back to over 6,000 years as a travel destination for Normadic hunters and gatherers. It is quietly known for being a modern town with a healthy culture scene, attracting artists of all genres to its mountainous views and multiple nationally registered historic sites. The town, with a population of 5,710 (52% Hispanic and 40% white population), suffers from 23% of its residents under the poverty line and limited higher education

opportunities. Though a predominantly Hispanic town, the City of Taos has not always availed equal opportunities for its majority residents.

Patty recalled her family's legacy beginnings to her grandfather Armando Herrera who grew up in Taos as a fourth generation farmer, producing enough food for the family and herding sheep (Centinel Bank of Taos, 2014).

Family beginnings

It's a great story. So my grandfather is originally from this community within northern New Mexico and put himself through law school, after serving in the Navy and Merchant Marines. He decided he wanted to come back to Taos to help the Hispanic community here. At that time, a majority minority community of course was Hispanic, but the majority of the businesses were owned and operated by the Anglo community.

This was in the late 1950's and early 1960's, when discrimination on every level was rampant in the United States and several groups and individuals were emerging to protect and promote civil rights and racial equality for all ethnic groups.

He felt that his people, his community, their needs were not being represented or met. In fact when he moved back to Taos, he applied for a \$500 loan to get his law practice started and could not get that money. It made him so mad that he came up with this idea to start his own bank. He's just that kind of determined individual that 'if someone's not going to help me do it, I'm going to do it my own way'. Sure enough it took him over 10 years to get the charter, he did not

have the money, did not have the experience, so he put together a group of over 300 people that provided the initial capital for the bank.

He made numerous applications to the FDIC to get the charter and it wasn't until he randomly got appointed to a small business administration committee in the Nixon administration that he made a connection to somebody who knew somebody that could help him get this charter. It was no easy thing and the first 10 years of the bank were very rocky; they had a difficult time. Nobody knew what they were doing; they were really making it up as they went along. But they were determined and they stuck with it and my dad came back into the bank, the bank was started in 1969, and my dad came into the bank in 1978.

Armando founded Pinnacle Bank with the principle to “serve all the people, cultures, and languages of the Taos County community”. Community banks are “located in small towns, suburbia and big-city neighborhoods, our nation’s nearly 7,000 community banks help fuel local economies throughout America by lending to small businesses, helping local residents and families purchase homes, finance college and build solid financial futures” (Staff Report, 2014). Throughout the years, the Herrera’s have established a holding company and as a family, have ownership of all outstanding stock of Pinnacle Bank, making it a minority owned financial institution, which is one of few in the United States.

Patty’s father, Alonzo, gained banking experience by working at his father’s bank throughout the years, since its inception and through external banking positions. In

1978, after serving as an Albuquerque branch manager, he returned to work at Pinnacle on a full-time basis (Centinel Bank of Taos, 2014a).

The funny part of the story is that he spent a couple of years doing that, his mother-in-law, my mom's mom, was an accountant and my dad was not trained in business. He was really doing this to help his dad make it work. And he, struggling with some of the financial side of things and just finding somebody he could trust to really get things on the solid ground, he knew an accountant. He literally hired his mother-in-law to become the CFO of the bank and the two of them were the ones that took the place to a whole another level. So it's actually both sides of my family that were involved.

It was under his leadership that Pinnacle's shaky start evolved to one of the largest Hispanic owned corporations in the United States (Centinel Bank of Taos, 2012), the seventh best small business to work for in New Mexico and "Top Workplace" in 2013 in the Albuquerque Journal (Centinel Bank of Taos, 2013).

Another big thing, my mom was very involved in the bank, she was the HR director while my dad was president and CEO.

I had, growing up as a teenager, I think starting at the age of 13. I started working at the bank, whether it was answering phones, sorting mail, random projects, copying, you know the typical summer intern, that was my job. I think my earlier years I wanted to be a teacher, there was a time when my mom was doing some of her work, I thought that would be cool. I've always loved babies and being around babies, through elementary and middle school years. In high

school years the concept of finance and business and working with numbers became of interest of to me. And politics became of interest to me which was weird because I was an incredibly shy child. I was intrigued with studying leaders and what the realm of politics and what somebody can do to find a sense of common ground to bring people together. That became more my aspirations that led to a degree in political science and economics that led down that path. But I was all over the board as a kid. (laughs)

Existence of career influences and role models

You know, my dad certainly was [an influence], so was my mother because she was working. My dad would leave early in the morning and come home late at night. The amount of time spent with him was not as much but I was always very intrigued with what he was doing and how he was involved in the community and that certainly started a lot for me. My mom was working and raising the three of us and that was certainly part of me seeing someone who could be a career woman and certainly raise kids.

My grandmother, who was the CFO, was also a role model. She was the pioneer in terms of being a strong female in the banking business; even now it's still male dominated so to see her be involved and work at that national (inaudible) association. Whenever there was a problem, she was the one who got in to dig deeper with some of the issues and doing some great problem solving. She was that very strong female role model that helped me with thinking that at the ripe age of 23... So seeing all three of them in their unique approaches I think

is a lot of reason I'm incredibly strong and intimidating. I knew in watching what I had learned from them that I could do this and I could figure it out.

Pressure

No, I mean my dad was always open and would say "I only want you to do this, if this is something you want to do". I have to admit at the same time, coming into this, this family legacy is cool, there's so much here that means so much to me as an individual that the employees that we have that remind me of my family. So many of them I grew up around them as a kid, and then worked for them and came in as their boss. So in a pressure sense, I did have some sense of *wanting to see that continue*. And I was really the only one who could do that. I couldn't necessarily see one of my brothers wanting to take on that role in that level of necessity and so for me it was not necessarily the pressure of wanting or feeling that I had to come into the bank, for me was the question of do I want to play a role in the continuation of this legacy.

Family values

There was a comment always said around our house "always do the right thing", not the easy thing but the right thing and that has been a (inaudible) that when I'm challenged with the decision that is the right thing to do and that has guided me through so many difficult decisions. [Also], work ethic, passion, integrity, sense of compassion and caring to treat business as not just it's our livelihood or net worth.

Making meaning of career experiences

In college I did some of the traditional work study, work in the admissions office, you know those types of things. But in terms of being a real job, this is the only real job I've ever had. I started training as a teller, summers during college I ran a branch. I had different opportunities to work different positions in the bank. In my senior year of college I didn't necessarily think I would come back immediately. In fact, I was a political science and economics major, I took several accounting classes. I knew that business finance was a general path I wanted to go down but I thought maybe I would stay in the city awhile and explore some options there. So I went through the traditional recruiting route and got a couple of job offers to do your classic consulting or different things right out of college.

It was possibly March of my senior year thinking okay this could possibly be fun and could be interesting and at the same time and evaluating what kind of impact I was going to make in the world. Working in a cubicle? But what was that going to do for me or anyone else around me? Um and for me it came down to knowing this is an opportunity. I can jump into this and if I didn't try it, how was I going to know that it was something I wanted to do? The really underlying part of it was coming to a point in my life where I really started thinking what difference am I going to make out there and how am I going to get an impact to be able to do that. And coming back to a community bank that had a history of being very engaged in the community where I could really design the job and my

impact the way I wanted to, the minute I hit the ground. So that for me was really what made the decision to come back here.

Pivotal and turning point experiences in career

That's what I think is my motivator for coming back so quickly, cause I need to know that this is something that I feel comfortable doing. Does it give me the satisfaction? If it really was something that I wanted to do or not, maybe I needed to know that sooner than later than just decide on what next step to take.

So I spent the next two years literally working side by side with my dad continuing to train in different areas and at the age of 23 I took over as president of the \$100 million (Livingston, 2009) bank because he was really ready to go on to the step. [He] felt like if I was going to do this I needed to do it and he didn't want to stand in my way. And so it was a rather quick path but one in which I had the opportunity. In the course of about 10 years, I'll be coming in and out *and having the opportunity to work in* just about every position of the bank, even though I was only about 23, I had that experience and was able to do that at that point.

Patty's career as president and now CEO and chairman of the board for Pinnacle Bank has continued the family's precedence. Her most recent accomplishment has been her election as vice chairman of the Independent Community Bankers of America (ICBA), vice chairman of the Federal Delegate Board, member on the Bank Education Committee, past chairman of the Minority Bank Council and vice chairman of the Lending Committee, current service on the Federal Reserve Community Depository

Institutions Advisory Council, and has served on the Federal Reserve Community Depositor Institution Advisory Council, and has met with President Obama to discuss lending practices and regulatory reform (Staff Report, 2014).

Sense of community and belonging The Herrera family believes in being involved in the community and investing in youth. They also have an entrepreneur award named after Armando (Centinel Bank of Taos, 2014c). “We are committed to and care deeply for our customers, our neighbors and our community” (Centinel Bank of Taos, 2014b).

Sense of compassion and caring to treat business as not just it’s our livelihood or net worth it’s a lot that impacts us as a family and it is so much more than that. It is a group of individuals that have given their life to this organization in terms of being so dedicated and so loyal that it is a family, an extended family. Whether it’s being there in the tough times or the happy times and the good times, to celebrate to mourn, to ascend, we do whatever we can to help take care of that group and know that that’s just what we do and it makes being here a real special place to be.

And then whether it’s the local Habitat for Humanity, Taos Feeds Taos, gathering food for individuals, there’s a lot to do in the schools. That’s another part and obviously as a mother of two young kids, I’m involved in schools and what I do ranges in PTA and providing resources and in time providing political to individuals struggling here, I do a lot there as well.

Patty's involvement with the bank has allowed her to extend her philanthropic efforts that build from the values and accomplishments of her grandfather, mother, father, and grandmother. Her philanthropy extends to president and co-founder of the Bridges Project for Education, a nonprofit focused on helping first-generation college students, board member and past-president of the Northern New Mexico Birth Center, and accolades such as: Taos Citizen of the Year 2009 and the New Mexico Governor's Award for outstanding women (Staff Report, 2014).

Continuance of the legacy

I think the stuff that I picked up that I can trace back maybe to some of their interest overtime; for example, my parents instituted a great scholarship program for local high school graduates. That had always been something that they themselves were very involved and engaged with and so I've certainly continued that. One of the first things I did when I came back to Taos was to work with another person and start a nonprofit that provides one-on-one college counseling, support, and services of people of any age. So kind of taking that concept to fund that education a step further, really seeing the need, we're a rural community and a school that didn't have a lot of, the counselors are the discipliners and not the college counselors.

So we started that six years ago and it's still going very strong in this community. So I certainly took their base and that interest and certainly help grow it. So this literally, and I can tell you there are other several family members that are involved in the bank. My youngest brother is a loan officer and

he's active in management and we work incredibly well together. I love that he is here with me. And his wife also works with us. She's in our HR area; she helps with our community development and organization development, the training, those sorts of things. So the three of us are actively involved.

My mom prior to coming to the organization was a nurse and a midwife before that, so she had a lot of connections with the nurses and community in Taos and the bank actually helped fund the construction of a birthing center here in Taos. They had done that when I had my children, work with the midwife and became in engaged in that direction and I've been doing that for about nine years now. So there is definitely some similar interests that they have started that now I've continued in my own way.

For my children, I would hope to leave a strong basis for them to be able to make a decision for them to do what I did in terms of knowing all the good, bad, and ugly of what it is we do within this organization and do that in a way they're able to make a decision for themselves whether or not this is something that they want to spend time doing or not. And continue to build it in such a way that hopefully whether or not they themselves wanted to work here that this organization would continue on strong, vibrant and with many options for different leaders and ways it could be operated. So that it really is and continues strong that they learn the lessons of what this place does and how it does it that they get a sense of what it takes to make it happen and the importance of giving back. That whatever it is that they do, they have that sense of responsibility to

turn it back around to be, um, to just have the sense to give back. I'm having a hard time articulating that, hopefully that makes sense.

Regarding Pinnacle, I would like see it on this continued path of steady growth and success. As a community bank one thing we say is there is steady growth that we are incrementally continue to grow the customer bank, to grow our skillset, to enhance what we do that we just continue on that same trajectory of growth and not just in the sense of business accounts. And people that we are serving, everyone in the organization build in what its able to do and with that comes the ability to continue to support the community and be that pillar within the community. We continue to grow that strength and operate within a realm that encourages community banks in their unique structure and aspiration and role within the community.

I want to be remembered for helping make this organization a better place to live and work and for all the staff's needs. That I play even a small role in helping to better somebody's life through this community and organization and student procedure to be there to help wherever I can and continue remembered for being the person that did whatever she could when she could is what I hope folks would remember.

To me legacy is a connection to the past and a vision for the future that is here because someone believed that this community needed its own community bank. It needed its own organization that would pull its own community resources that would leverage people that would buy their homes, build their

businesses, to grow the community. So for me it's that connection and that path and also knowing that there's a vision for continued growth for positive things to happen in the future. Yes, the legacy they left me was this opportunity to take what they had built and made so strong and to give me the opportunity to put my own stamp, my own vision, my own thoughts on it, and carry it in the future.

Patty's grandfather, Armando, though well into his 80's, is a retired attorney, and still considered a staple in the Taos community. In 2011, he was selected by the city mayor to pursue litigation for a land grant on behalf of Taos. Even at the age of 84, Armando was still on call to fight for the rights of others (Logan, 2011). This trickles down to Patty's insistence of seeking a career that will give her the opportunity to make an impact in the community and continue the legacy of growth of the bank and community.

Alonzo held the position of CEO for 20 years and when he relinquished his position to Patty, he stated "She was balancing our checkbook when she was in the sixth grade" and her grandfather said in her current position, "She's beyond comparison" (Livington, 2009). In conclusion, Patty added, she hoped the name Herrera has the legacy with a reputation of "determination, hard work, commitment, and sense of purpose of being and that overwhelming generosity and desire to do good".

The Callagari Family: A Career Legacy of Martial Arts

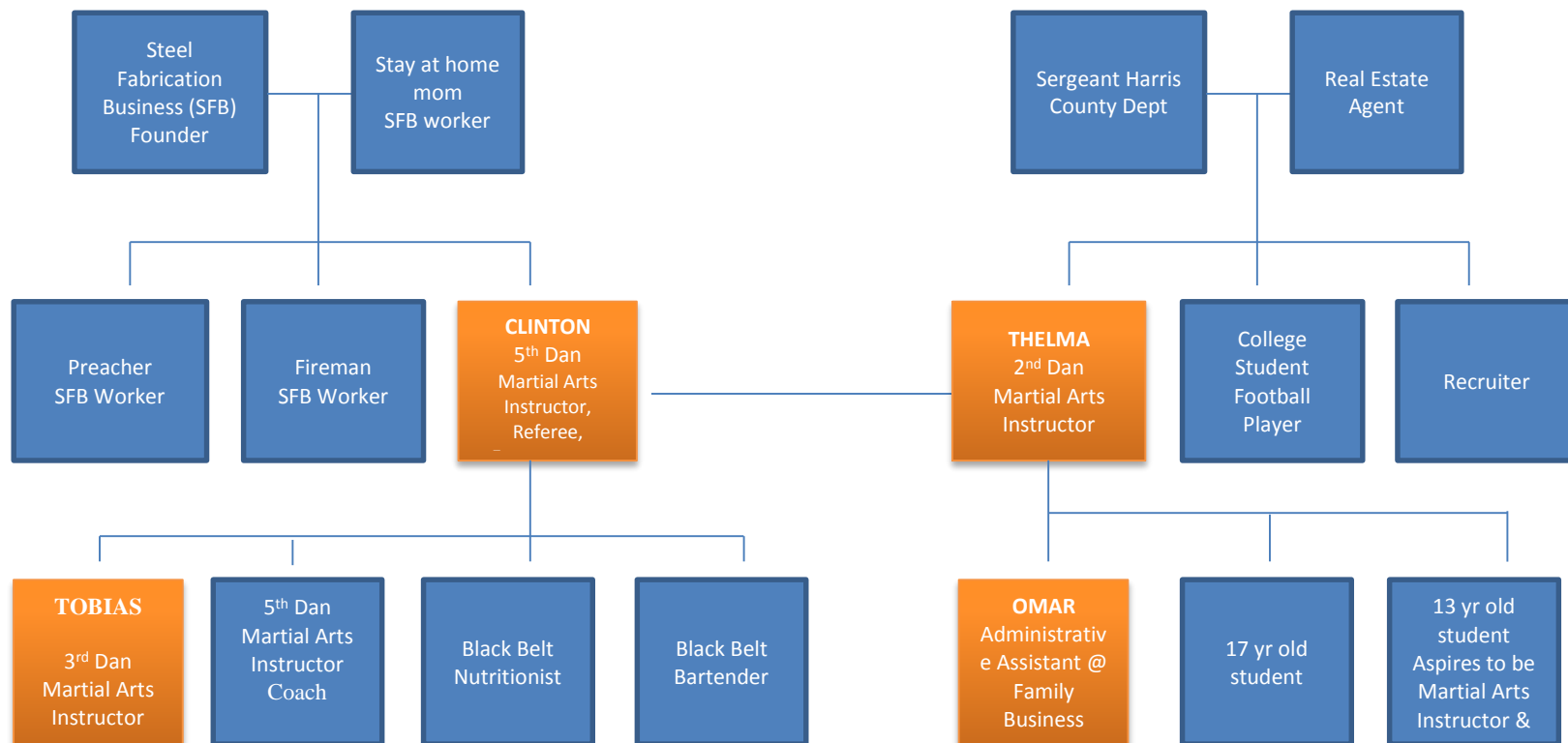
Overview This family career legacy (**Figure 8**) consists of a blended family who own and operate a martial arts business in the suburbs of a major metropolitan city in the southern United States. Full Force is a martial arts school that teaches

TaeKwonDo, Krav Maga, and self-defense classes to children beginning at the age of four to adults of all ages. Additionally, the goal of the school is to not only teach fighting techniques but life lessons, discipline, confidence, physical fitness, and respect for all persons.

A Christian-based family, the Callagaris, run this family oriented environment. Clinton is the founder and owner of Full Force and serves as the chief-instructor of the school. He is a 5th Dan AAU TaeKwonDo certified black belt and international referee who runs the school with his wife Thelma, a 2nd Dan TaeKwonDo Black Belt and a level three Krav Maga instructor. Clinton's son, Tobias a 3rd Dan TaeKwonDo Black Belt, serves as an instructor at the school, along with his daughter who teaches on an adhoc basis, who is a 5th Dan AAU TaeKwonDo certified Black Belt. Thelma's son Omar is the newest addition to the family business; he works at the front reception area on the administrative side.

This legacy is told from the points of view of Clinton, Thelma, Tobias, and Omar. Clinton and Thelma have no biological children together, but each have children from a previous marriage. All of Clinton's children are adults and Thelma has three teen-agers that live in the same home as she and Clinton. Their interview takes place individually at the school. Clinton was interviewed in his secluded upstairs office, while the other three interviews were conducted in Thelma's downstairs office, near the front reception area. Their family career genogram (Figure 8) includes all the other members of the family, including those that are a part of the business that were not interviewed.

Figure 8: Callagari Family Career Tree



About Full Force Honored by a major private university as one of best small businesses for its responsiveness to its community (Eaton, 2012), Full Force Martial Arts (Full Force) has received awards in the vein of Family Business of the Year, Stewardship Award, and Small Family Business Award, to name a few. You would not know the many accolades of this family business by talking to any of the family members but you would feel their accomplishments immediately entering the school.

Opening the door, the cool air-conditioning greets its visitors as you enter directly into the front reception area. Behind a big, basic wooden desk about six feet from the door sits Omar, who provides a warm welcome. To the right, the wall is decorated with multiple plaques documenting the family's many accolades. What immediately catches the eye is a large frame and picture of the family in a magazine article from 2011. To the left is a shelf of various forms of martial arts paraphernalia and directly in front of the entrance door is a framed United States flag that was flown from Iraq in honor of Clinton. Under the flag, was a poster of an attractive brunette (who I later found out is another one of Clinton's daughters) advertising nutritionist services. Immediately to the right, the front reception area opens to a view of the gym with bleachers located on the outside of the glass of the closed in gym and a long hallway.

After waiting for a few minutes, I was greeted by Thelma who took me down the long hallway that passed her typical office of a mahogany desk with a computer and stacks of paper covering it, complete with a printer behind the desk, and along the wall a file cabinet. Then I was introduced to Clinton who took me to the end of the hallway, up

the stairs, around the corner to the first and only office on the second floor that overlooked the massive gym. In his office, remnants of unique items, possibly collected from different parts of the world filled his office. From a traditional cuckoo clock, to life sized, hand carved art, swords, to framed pictures and everything else in between. Walking in his office, I felt like I entered into a “man cave” that was a visual collage of the many stories and experiences of Clinton’s world. Upon entering, he immediately offered me a seat in a tall burgundy chair in front of his desk, as he assumed a seat behind his large, wooden desk that was covered with many stacks of paper. I sat down and our interview began.

Family beginnings

My earliest career ambition when I was a kid? Would have been a veterinarian, probably around the age of 10 or 11. Well, my family we had...and we still have a steel fabricating business and we started when we were like 12 years old or so. And even before then my father was in the steel business, he would bring stuff home for us to do when I was like 5, 6, 7 years old putting bolts and nuts together. Well let’s see when I was like 5,6,7, 8 years old my dad would bring home nuts and bolts from the steel fabricated business for us to sit in the garage and thread the nuts onto the bolts to make sure they went on good so there wouldn’t be problems when they got onto the field. We would do that for money and everything. I know I worked in the rice fields for a summer or two, you know driving the hopper wagons and shoveling the rice. So it’s just, you

know, it wasn't any, you know, you just did it. Then when we were 12 we started our own business; well my dad did and gave each of us kids ownership in it.

Existence of career influences and role models

Well, he [my dad] started when he was 19 years old in the steel fabricated business and worked his way up. He was sweeping floors all the way to knowing how to do everything in the business. And today he is undisputedly the best in the business in the world and people acknowledge that. Actually, he's a quiet guy, he doesn't say much, he thinks about things a lot and awhile and does them and everything in the right way, the best possible way to do it. I learned my business ethics and everything and beliefs from him. Just you know, work ethic, hard work ethic, work more hours and honest, and to be honest in everything we do and to put out quality product. Honesty, quality, treating people fairly, taking care of your employees, treating them right and everything. That's very big with my dad. You know whenever times get bad instead of laying people off, he puts them to work cleaning things, fixing things, whatever till we pick up. You know he finds stuff for them to do.

Pressure

Like when I quit or tried to quit the steel fabricated business to do this full-time, my father wanted me to stay around, you know keep me around to help with the family business. So, you know, like 'you need insurance, you can still work a couple days a week' and this and that, so try to keep me around and keep me in it. My dad is getting ready to be 85 years old and works every day and he still

runs everything and he has made no plans on who's gonna run it when he goes away, when he passes, and he is not planning on retiring. He'll be there until...you know...he doesn't want to sell it. So, my oldest brother who is getting ready to be 65 is wanting to retire at the end of this year. I'm the only who has the business sense to run it, so we really don't have a clue what the hell is gonna happen.

I know for a fact that at the steel fabricating business that my three brothers and sister still work there full time; I'm just part-time. They used to feel pressure to have to be there a lot and I did because it was a family business and to put in extra work. I know one of them feels at least that no matter what they do, it isn't good enough. Um social pressure, financial, well that kind of stuff we don't really deal with that because we're all okay there.

I use to feel that they [my siblings] thought I wasn't working as much as I should at the steel fabricating business. I kind of felt like they thought I was being given stuff because I wasn't working there as much but to me they didn't understand how much time I was putting into this business, which was my passion.

Support

Well, the veterinarian I think his name was Dr. Hill, if I remember right, you know he kinda encouraged it some. Ah, no one in particular discouraged me, except the amount of school discouraged me. Uh, they [my parents] just let me decide on what I really wanted to do. If you wanted to do something they would

support you. Just like when I decided to become an airline pilot, they supported me in that, helped me buy an airplane and get my time built. And when I left the business to go and work for the airlines, they supported that and helped me out there.

My parents could afford to loan me the money and I'd ask them and I would pay them back with interest. You know it's easier than a bank. In fact they encouraged me to do so instead of going to a bank. They would support you in whatever you were doing, if it was the right thing to do. If it was Godly, otherwise, they wouldn't be behind that.

Family values "Honesty, quality, treating people fairly, taking care of your employees, treating them right and everything. That's very big with my dad".

Pivotal and turning point experiences in career

Well I drove trucks for a couple of years. I started working in the steel shop and then when I got married I moved inside and started doing the inspection and estimating and quoting and running the engineering department and purchasing and everything else as a young guy. And then I decided I liked flying, so I started flying and got hired on by Continental airlines and went and flew for them for several years. The business wasn't so good there and my upgrade status looked like I was gonna have to go to Guam. My father was getting older and me and my brother talked that he would probably retire soon and he and I would start running the business together. So I left the airlines and came back and my father

never retired. I left, my brother left, he came back and you know and my father is still there.

I got into martial arts. Well I did tae-kwon-do when I was a kid, like 12, 13 years old but then about 17 years ago my daughter wanted to do martial arts or karate. So my wife found a place for her and she started class and a couple of other kids as well and they talked me into it and said ‘dad, you used to do this. Why don’t you come and take class with us?’ or whatever so, I did and I started taking class and after we got our black belts, the owner of the school talked me into taking the school over. So I inherited one school, took over two more. We had about three schools and then my wife passed away and I was raising teenagers and working at the steel fabricating business. Work, teach, and running one school and the other two schools I was in charge of them too. So I finally told them guys they would have to buy them schools from me and run them themselves or I was shutting them down. So I combined to this one and this one exploded on me and became super big. So that’s how I got into the martial arts business. In 2001 my wife died and a few months later we had 9/11; her dying kind of pushed me to do what I wanted to do in the martial arts field and everything more.

Making meaning of career experiences

Who was the most influential in creating my career identity? Wow, there’s not one. Honestly. Um...I would have to go back to my dad again because I kind of

run my business like he does. I learned my business ethics and everything and beliefs from him.

I've become an international referee, so I travel around the world refereeing TaeKwonDo championships. I'm leaving tomorrow to go to Russia to do the para TaeKwonDo, which is the special needs and it's gonna be the largest one ever they've ever had and it's gonna be the one that's hopefully gonna get them into the Paralympics in 2020 in Tokyo. So I'm leaving tomorrow to go referee there then I'll referee in Florida in a few weeks then I'll go to, in August, I go to Australia and Costa Rica. Two weeks ago I was in Austria, in Germany before that, Netherlands before that, Dominican Republic, Canada, you know, I go all over the world now to referee and gives me an excuse to travel and I love to travel. It costs money, I don't make any money doing it, but I enjoy it. I get to help a lot of people. You know we teach special needs, so that appeals to me. I got a heart for those guys.

Continuance of the legacy

My oldest daughter she's a fifth degree master instructor and I mean I've always encouraged her to do martial arts and she loves it and she does it. She went to college and got her degree and I got another...my other daughter she just graduated from Texas State and she's a nutritionist and she's wanting to do some of her work out of here. So I encourage them to do whatever they want to do. My oldest son he works here, I wish he would take more ownership in it. I hear I probably try to put pressure on my son to be here more and put a little more

effort into running and managing things and he just, um or my opinion doesn't do it and I got reasons why he doesn't and I'm not going to go into that. My younger son is the one I had to fire and he asked me the other day is there any possibility of him ever coming back to work here and I said "no, I don't think so" cause we can't get along.

My wife's youngest son, he's 13, he kinda wants to be a chef. So whenever we go down to our house in Cayman he goes to work for a local restaurant down there and a guy from Australia has a restaurant and he works for him, you know a few days a week at the restaurant seeing and learning what it is like to become a chef and everything. He just got his black belt a few weeks ago, well right about a month ago, yeah and he wants to become an instructor too, so we'll see.

I hope to leave...this martial arts school prosperous with them running it without me. You know and them to have learned good business practices and honesty and dealing with everybody and mainly doing whatever it takes to produce the best product possible and to help as many people as possible. That's what I really hope to achieve.

The meaning of success is enjoying what you're doing and being able to provide a living for your family and creating a legacy. I mean I'm trying to create a legacy and I think I'm doing it, so if you can create a legacy and leave something for your family but also so people will say, "I remember that guy

started this”, “I remember that guy did this”, and “helped these people”. That’s a legacy that would be success. Leaving a legacy and that’s something you enjoy.

Clinton’s desire to leave a legacy through his career and martial arts business is only part of his legacy. During the interview, he shared with me in detail his newest business venture in making a brand to be displayed on a multitude of things, starting with bamboo cups. Perhaps, his career as an entrepreneur is influenced more than he knows by the entrepreneurial spirit of his father. His father, who after starting his own business incorporated his children, who still have ownership and work there. Clinton, ironically, after various explorations with other careers, has done the same with Full Force.

Following in his father’s footsteps His son Tobias is the only one of his biological children that were available for an interview and is employed full-time at the school. What I found interesting about Tobias was that he was the only one with an athletic build. He had a buzz cut, hairstyle and came in very casual, wearing an old t-shirt and shorts with flip flops. He appeared to be in his late 20’s and stood about 5’10. Late for the interview and from my observation, almost a bit tardy to prepare for his class. Regardless, Tobias sat down for the interview. In contrast to his step-brother Omar, his answers were frequently to the point. One statement Tobias made that summarized his personality and approach to his role at Full Force was,

I like to exercise, so being able to work out every day and run around with kids and stuff. Um I also enjoy just teaching and coaching being able to and the fact

that I'm teaching and coaching about a subject that I really enjoy helps a lot. And I don't have to wear shoes.

In Thelma's office, Tobias gives his account of the family business and his career story.

Family beginnings

I think I was probably, six or seven, or even before that, I think I wanted to play in the NFL. Football was my sport growing up, so I thought I was, everybody thinks they're going to be in the NFL. Lots of people encouraged me, my parents were probably my biggest support. They took me to my first football camp and drove me to practices and games and all that stuff. I don't think I really had anybody discouraging, you know telling me not to be the best you can.

I was already doing TaeKwonDo and we ended up buying a school and running it and I just kind of... one thing led to another. I still tell my dad "yes sir" and "no sir" and "yes ma'am, no ma'am". So I was always raised like that and I had a lot of friends that thought that was so weird that we would do that and that's just something, that's just how it was. My brother, I don't have any kids, but my brother and sister both have kids and their kids are taught to do that, and you know I think it's becoming even more rare now. I'm not religious but growin up it was important and I think for most of my family it is still important.

Existence of career influences and role models

I just watched my grandfather, my parents, and my grandparents were really all hard workers. Whenever they decided they were going to do something, they put

everything they had into it. So I think that had a big influence and obviously, we do martial arts and it was a lot of working out and doing the sport together.

Hmm, which one did I admire the most? I'd say either of my grandfathers. It's pretty hard to say which I admire the most. They both were good men, very loyal and self-made guys, very hard workers. Those were the qualities I admired the most, you know. I would say my dad since we're both here and both wanting to take this in the same direction.

I guess my dad had a pretty big influence on the shaping of my career identity. Working for him here, training with him, off and on I've been here. I've always had another job in between there but I always ended up back here, so my dad. The thing that we have always done and the thing we encouraged our students to do also is just to have respect for your elders when you talk to them. Hard work, I think that's a top one and loyalty to the family and for most of my family, their religion I think.

Pressure

He [my dad] probably feels more pressure than I do and I probably feel more pressure than some of the other people here, so um but I never felt like we've ever been worried about being with this group or keeping up with the Jones' or anything like that. I guess the biggest pressure is like I said, significant people in my family to me, have been pretty successful in what they've done and I guess I feel pressure to try to match up with that. There was never any pressure that you have to do martial arts or do this or that.

My grandfather actually owns a steel fabrication business that he's been pretty successful with and there is never really any pressure to join that. I've worked there several summers when I was home from school but I felt they were pretty open. I say that I kind of gravitated to physical athletic things my whole life. That's kind of where my interest was, I think probably because the rest of my family is competitive but I never felt like I had any pressure to have to do. It's just something that I wanted to do.

Support

Anything I chose to do they would have been supportive of me and help me out with it. I would say hands on. My mother was a...she was much more hands on than my dad ever has been. She was very involved; not that my dad was hands off, but pushy is not the word, but some people could have accused her of being a helicopter parent. Definitely hands on.

Pivotal and turning point experiences in career

The biggest one that jumps to mind is when I was 17, my mom passed away. So when you have a family member die that's a big thing, so you know, that is probably the biggest one. I didn't finish college because I started bartending and making money, so I stopped going to class. Got real burnt out (working at the bar, grandfather's shop, and going to school) on that and came back. Then I wished I would have gotten my degree. And I was going for a degree in sports management, which is what I would have ended up doing here, basically. But I think that...I don't know how it would have been coming back here anyway but I

don't know how it would have affected me if I would have gotten my degree. It's still a goal to go back and get it but I don't know when it's going to happen.

Making meaning of career experiences

I started teaching here and I've been teaching here for about six years. Guess I could be more powerful. I don't know how to rate it on a scale to 1 to 10 for you but I think there are times where I could be more assertive. And sometimes I don't, maybe take as much of a risk as I could just with different opportunities, but for the most part I think I'm, you know, doing what I want to do.

My very first job, other than just working around the house and working for my grandparents, I think it was 16, I had to have been 16 cause I was driving. I started life guarding one summer and then once summer got over, I got a job at an Italian food restaurant as a waiter and then the next summer I worked at the Italian food restaurant a little bit and wound up starting a life guard and starting working for my grandfather. I worked in the shop there for the next three summers while I was at school. I worked for one year at a call center, we got like a center where you call and work for donations and that was probably my least favorite job ever. And then I started working at the bar. I worked at the bar for three years. Before I started working at the bar I came home for a year and took a year off school and taught classes here at night and worked at my grandfather's shop in the mornings and went back to school and started working, working at the bar. Got real burnt out on that and came back and started teaching here and

I've been teaching here for about 6 years. Yes, since I was 13 and somewhere in there I was teaching in high school my last year in high school.

Continuance of the legacy

Yeah, I don't think we're done growing yet, I think there is still room to grow. I guess I'm training people who are going to want to stick around and become instructors or be successful in martial arts. And hopefully there are some kids that even if they don't stay with martial arts, they get some lessons about how to work hard and how to be focused and stay committed to something. Hopefully just what we're teaching them here it sticks with them and they have a positive influence on people.

The blend of families into the legacy Thelma Callagari said "My world was we were blending families, I was quitting a job that I was successful at to work with him and that was a huge step for me". Thelma, Clinton's wife, was energetic for a person who had her leg in a cast. She spoke of her disappointment with her current condition because the leg was preventing her from completing another black belt test; and this was important because her kids were passing her up due to her injury. From speaking with her, I could tell she is the heart of the business. She seemed at home with speaking with parents and kids coming into the school and with interacting with her son, Omar, who was just feet away. During the interview he sneezed and from behind her desk, she leans forward and yells "Bless you!" and waits for him to respond with "thank you" before she continues. I could see her happiness and her content with having her family nearby.

Though Thelma was busy with the operations of the school, she took time out to sit with me and share her career story.

Family beginnings

I pretty much raised myself. My grandmother, she passed away when I was 12 and then...I think my most admiration was my grandmother. She'd always pushed me to be whatever I wanted to be. During my time of growing up, it was a lot of controversy over women in the working environment but I was always told that whatever I wanted to do, to go for it and do it. I lived with my grandparents until I was 12 and then I lived with my mom.

Existence of career influences and role models “Probably junior high, I wanted to be a school teacher”. Thelma indicated that her family offered no career advice, guidance, or support. She mentioned that Clinton was most influential in the development of her career identity. “My current husband, he pushed me to do what I loved the most”.

I lived with my grandparents until I was 12 and then I lived with my mom and she just, she had a good job because she worked from the bottom up. She didn't like what she did but she made good money. She worked for a dental office and it wasn't until she was much, much older that she got her real estate license and does very well and enjoys doing that. But watching her work really hard to provide for her family, is actually what I did. I started at companies from the bottom and worked my way to the top. So I guess she did inspire me in that way

to if you have to start from the bottom and do everything, you can to get to the top.

Family values.

I mean it was not ever told I had to specifically do a certain career or led to any certain career but told to choose whatever I wanted to do and be the best at it. To forgive and forget, to love one another; to work hard and be the best you can be were the dominant values taught to her by her grandmother, whom she admired the most. She mentioned the only thing offered to her by her family was the expectation to graduate high school.

Support

It was actually a high school teacher that encouraged, gosh I can't remember his name. Well a high school teacher encouraged me to be a teacher. He thought I would be great at it. He was my everyday encouragement. Discouragement, I don't think anyone.

Pivotal and turning point experiences in career

Well my grandmother died when I was 12 and that was a huge turning point for me. I wanted to be a school teacher but when I graduated from high school, college wasn't an opportunity. I really enjoyed martial arts and there was a time in my life where I couldn't afford it anymore...divorce. Three kids and a single mom it just wasn't happening. Then financial needs set in and I got a job at the mortgage company and worked my way to the top. When I met David and I found out he was a martial arts school owner, I was so excited (laughs) yeah, that

was a bonus. Then after we were married, I quit working for Washington Mutual and started with him. I was quitting a job that I was successful at to work with him and that was a huge step for me.

Making meaning of career experiences

I started at companies from the bottom and worked my way to the top. She'd [my grandmother] always pushed me to be whatever I wanted to be. I wanted to be a school teacher but when I graduated from high school, college wasn't an opportunity I had and so I thought that one day I'd get to college and I would do that. But the funny thing is that volunteering at the schools with my kids, I realized I could never be a school teacher because I would probably kill them all. (laughs) But in a martial arts environment, if you think about talking back to me I could say "give me 20 pushups" and that's acceptable. So in my heart I realized I wanted to be a teacher but I didn't realize of what. I assumed school but I very much enjoyed teaching martial arts, so it's a passion that diverted me a little bit but I got on the right path eventually. I just loved working with kids, still till this day I love working with kids.

When I was already doing martial arts where we met, my world was we were blending families. I was quitting a job that I was successful at to work with him and that was a huge step for me. (laughs) I really enjoyed martial arts. So I started training with him and he pushed me to do what I loved the most and we didn't have a Krav Maga course for women when we first opened the school together and that class teaches women how to protect themselves and that was

my passion. So I've had extensive training and we've trained all of our staff to teach the Krav Maga extensively, to teach it to men and women. I go to schools and teach to junior high kids and I have girl scouts and boy scouts and they come here and learn from me and it's what I very much love to do and he pushed me to do what I love.

It was a better choice for my family because we were going from me working a lot outside of the home and spending little time with them to me being with them soon as they got out of school till they went to bed at night. Being able to take them to school and go to school plays and be more of a mom. But this environment we were running solely on us but they were involved in it. We grew this school from, it had 89 students when I started, 250 when we moved into this building. It was a good choice, I mean we work really good together and we involve our kids in everything we do and they work really good together. I'm in the right career choice. The older I got, it was important to me, to choose a career that I was happy doing and it makes me happy that my family is here.

I think success has to do with doing something you're happy with doing and doing something that's your gift that God gave you. I believe that if you're doing a gift that God gave you, it's something you were meant to be and it's something that makes your heart happy and it's something you enjoy doing. And that to me is being successful.

Helping kids and not just learning to protect themselves but to build their confidence and know they can be the best of themselves. This isn't a sport where

you rely on the whole team to make it to the top but you just rely on yourself. So if you want to make it to the top, you can make it to the top and we encouraged the kids to do that.

Continuance of the legacy

We encourage all of our students here, and so what I want...sorry it's gonna make me cry. (tears up) I want each of these (she reaches for tissue) 500 students or whatever that are here to leave a legacy. And I want to be a part of giving them the opportunity to (voice starts to change as she begins to cry) leave a legacy.

Maintaining the legacy Thelma's compassion for her students, passion for teaching, and martial arts, and joy of working with her family spills over into her desire to incorporate her children in the legacy she is helping to build with her husband Clinton. After our interview, I then prepared to interview her son Omar. One memorable statement that stood out to me from him was "I'm not a very goal-setting person, I don't have a lot. It's just kind of like...I go where the wind blows me and wherever I land, I land."

Omar is a tall, spirited 20 year old with his own style. The day I interviewed him, it was a hot summer day, in the 90's and he was there with a winter hat with flaps on the side that came down his head and he wore a t-shirt and shorts. I was not originally scheduled to interview him, but Clinton suggested I do so as Tobias was late arriving to the school and I had finished interview he and his wife already. Omar was eager to do the interview and Thelma swiftly told him to come into her office and she

would go to the reception area to fill in for him until the interview was over. However, Thelma joined us for the interview, cleaning her desk, filing, and engaging in other work related tasks while I conducted the majority of the interview. Omar came around and sat behind the desk and our interview began.

Family Beginnings

My earliest career ambition... I want to say it's something to do with dogs. I think it might have been something with dogs, animals, uh, I don't know rescue, I just like dogs, I like training dogs. My dog is one of the most well trained dogs you'll ever meet. She knows all the tricks, every trick in the book. I was always pushed to try different things.

Family is weird. Both sides of my family are opposite and I do come from a split family. We had fake family history that my great grandma had lied about. We thought we were however much Native American and ended up we weren't.

Existence of career influences and role models

My grandpa...and it wasn't until I actual grew up that I realized how much of an important role he played in my life. He's one of the most kind hardworking, smartest, most honorable men you'll ever meet.

[Regarding career identity], I would probably say Clinton, my stepdad, Master Callagari. He owns the business and he worked for a family business as well and he branched out and created his own business and is very successful. He's working on other stuff now and it's all entrepreneurial things he decided he wanted to do, so he did it and that's kind of what I want to do. My youth pastor,

J. Duffy, he led me to be a youth pastor through him and overtime he left and overtime it started going more to the little kids rather than the high school.

Family values

Just to keep good. Love the ones you hold dear, you know and try to keep as many good relationships and do your best to be honest and to love and be good to family members, you know. Intelligence but laziness and strength and good family values. On my mom's side, it's more so generosity, honesty, and love.

Pressure

I don't like to let other people live my life for me. I don't live by traditions, if someone in my family has a bad relationship with someone else in the family that doesn't transpire to me, even if it's my mom or my dad. My relationship with that person is completely separate and I'm going to try to keep it good as much as I can. So uh I wouldn't say there's necessarily an impact from someone else. So uh and really just not much no real pressure.

Support

I'm very well supported. I try to keep good people in my life so that I don't get discouraged from things. However, he offered a contradictory statement in regard to a career he had in professional gaming. I pursued a career in gaming, which was looking promising but I didn't have support (laughs) so it kind of died off. Mom doesn't see a future with gaming, so mom doesn't support gaming. (laughs)

Pivotal and turning point experiences in career

Being kicked out of the house twice (looks at mom) (laughs) uh, leaving another house by choice. I think part of it is just growing up. I can recall and I talk about this all the time to people who talk to me about it. Um one time I was just driving in my truck, I was 18 years old, I'm 20, I turn 21 at the end of this month. I was just driving and I was thinking, I like to think a lot and I kind of hit this point where I was like, "hmmm". I started thinking about a lot of things how I did were not necessarily childish but as an 18 year old adult, things I shouldn't really, well I haven't gotten into any trouble. The last time I got into trouble was in 4th grade. Maybe 5th grade, I don't know I'm a kind of straight and narrow kind of person. But uh just childish things, like girls for example. Every guy is like "oh girls, whoo" but that time in my car when I was driving I thought "why was I wasting time?, you know". The time will come when I meet said girl and if something happens it happens, stop chasing them but it just happened but that is just one example. I mean, you, um, being more grown up about my relationships, I talked to people about how much they meant to me and just uh that was a big one for me. It was a thought that just happened to me.

I had a job and it was good and then I got kicked out. I'm putting in time to get the job that I want, so I went to do that. So when I did that, someone who was working here decided he was going to go back to his old job, so he put in his notice and my mom, and I'm living with them now, again, and I was living with her at the time and she was like "why don't you work for Full Force?"

Making meaning of career experiences

My very first job was actually here, um but it was janitorial work, I was cleaning windows, vacuuming floors. I think, so that was the first thing I did. Then I did, uh, I was working for a company called Espus making cellphone tutorials, using Java and Photoshop. Really at that time is what I really wanted to do, so for me to fall into that was huge and I was super grateful for that and not only did I have a job but I had a career at only 17 years old. I graduated high school early, I was out of school, I had job and it was good and then I got kicked out. But so, I went from there to, I didn't have a job after a year after that, then I came back to Texas. I was in Georgia for that. I came back and I worked at a movie theater, I worked at a summer camp, I worked at an afterschool care daycare. I was averaging about 100 hours a week, it was really draining on me. But then the job as the camp counselor, the daycare ended and I was just working at the movie theater. Um and got a job at an after school daycare and for me that was so much better than the movie theater. The movie theater was the worst job that I ever had and I can't imagine anything worse, it was honestly terrible.

And then I worked here and this is where I'm at now. And whatever, oh I did the gaming. I pursued a career in gaming, which was looking promising but I didn't have support (laughs) so it kind of died off. I was a professional gamer for a year and a half and obviously that's not something that your parents are usually supportive of, so..and I didn't make super great money off of that but I did make money. Um so I mean there's certain things they show support and certain things

they don't. So it's just kind of where they see, you know...they don't see success in video games.

They see success in the family business for example. "Don't play video games, work for the family business!" (laughs and looks at mom) Parents want their kids be successful and I guess pulling me in here, working closer to home, working for the family business, it's... I mean it's not only good for the business, I mean its family business, right? It's also, it's more ah comforting to my family because they know I am working, it's a steady job, I'm not going to get fired unless I do something drastic, right? (looks at mom) (laughs)

I'm not a very goal-setting person, I don't have a lot. It's just kind of like...I go where the wind blows me and wherever I land, I land. I cannot decide on anything. I'm very indecisive; I'm more of like a go with the flow kind of person. I'm very social, so any time I get to spend with people, spending time with people is a hobby for me. Um talking, I love talking. Most people when you think of hobby, talking doesn't come to mind but I love talking, I love entertaining, I love making people laugh. Um I love video games, it's something that I've always been good at, I enjoy doing and it's also another social aspect for me cause I play games with my friends and stuff.

Here he states love a lot but after he talks about other things, he says he likes them instead of love.

As far as economics, and getting into job security, like I said we don't have to worry about job security, it's a family business and if I mess up then I get to keep

my job. (laughs) I like first off that it's a family business, it makes the atmosphere more comfortable. We own it and we do everything. For example, if I mess up at another job, the boss is like hammering you down. If I mess up here, my mom is not going to hammer me down, it's like 'you messed up, can you not mess up again?' and that hasn't come yet, luckily though, uh just if it does, I'm not going to get, and if it does, I have less of a risk being fired, more job security, which is nice. And then my job is very social, like I said, and I'm a social person.

I tried a lot of different things. I did volunteer work for my church, I played sports, I worked for the family business, and I've done a whole other things. I kind of was in a transfer period and that afterschool care and that summer job I had worked with the church camp, um they kind of were offering me something more. I wanted to put time into that and it was going to be volunteer work at first and be more permanent and the job would have branched off from that, but the way I looked at it you go to school to get a job, right? Well instead of going to school I was going to put in volunteer hours. First of all, I don't have to pay for it and second of all I'm putting in time to get the job that I want, so I went to do that.

So when I did that, someone who was working here decided he was going to go back to his old job, so he put in his notice and my mom, and I'm living with them now, again and I was living with her at the time and she was like "why don't you work for Full Force?" and I was like (sighs) like I cause, I kind of

wanted to still put in the volunteer time and see what I could do with that but it wouldn't have worked with my schedule and at the same time, I do enjoy it here, you know, my job is very social cause I do all the signing up. So um it just kind of was an invitation that was fared out to me cause I was kind of in a transfer period and I took it and I enjoyed it.

I, myself have more of an entrepreneurial mind rather than, I don't want to say work a usual desk job. I'm living with them now, again and I was living with her at the time and she was like "why don't you work for Full Force?" and I was like (sighs) like, cause, I kind of wanted to still put in the volunteer time and see what I could do with that but it wouldn't have worked with my schedule and at the same time.

I do enjoy it here. I want to be making money um cause I want to move out, I want to be independent, and at the same time it was an opportunity to be a part of the family business, which I liked. Uh, but it was easy for me so there wasn't much going on in my life, there wasn't anything too difficult that would lead me from not taking it so it was kind of like an easy thing to do. And it made sense.

Continuance of the legacy

I'm a strong Christian believer, so I want to transfer my Christian values that shine through me into kids; show them how it's changed me and how it's led my life to be good. It's done something. Success to me is not just being alive but living. Being happy, having people around me, not necessarily being able to buy

whatever I want or have as much money as I want, but to have strong relationships and to be surrounded by good people. I don't know necessarily what I want to leave for the next generation but I know I want to leave something whether it be just my knowledge or an ideal that I could set in the minds of them.

Summary The Callagari family career legacy is one built on entrepreneurship and a hobby of this blended family. Clinton, a second generation steel fabrication businessman, has followed in the entrepreneurial footsteps of his father when he combined a childhood hobby and a family pastime into a family martial arts business. Now he is incorporating the ideals and business acumen of his father as he now involves his children, his wife, and her children in the family business. Though there seemed to be a difference of opinions and perspectives, this family agreed on leaving a legacy not only for their next generation in their family but imparting their values, morality, and confidence in their students to guide their paths and help them to become productive members in society.

Chapter Conclusion

This chapter provided an understanding of the nature of the familial influence and the experience of person's involved in family career legacies, through the career stories of 15 participants. The qualitative nature of this study allowed participants to reflect, elaborate, and voice the experiences and major influences that have contributed to their personal career stories. The semi-structured interview provided guidance and uniformity in the information that was being asked to properly assess and analyze data in a format that respected the uniqueness of each story but also recognized the common

themes within each story and each family. Additionally, through a narrative analysis design, the understanding of how certain factors, such as family beginnings, disruptive events, external environment, role models, support, and pivotal experiences helped the participants to make meaning of their career decisions. The following chapter will connect the common themes and major messages of the findings in this chapter, as related to the research questions and the literature in Chapter II.

CHAPTER V

DISCUSSION AND CONCLUSION

This study was designed to understand the nature of family career legacies from the personal experiences of family members who seek intergenerational careers or positions in the family's business. Through McAdam's conceptual lens of generativity and Savicka's CCT, this study explored the career stories of participants and the role of the familial influence in their career decisions to maintain the family's career legacy. Two research questions guided this study: 1. How are family career legacies created, experienced, and maintained? 2. How does an individual's familial influence affect their career development and outlook on their career decisions? This chapter provides a synthesis and interpretation of the findings in three sections: 1) theoretical considerations, which focuses on the themes of the findings, 2) re-visit of literature from Chapter II, and 3) the legacy model, as presented in Chapter III, serves as a framework to explain the basis of the findings. Following these sections, this chapter explores theoretical and practical implications of the results, states limitations associated with the study, and recommends directions for future research before concluding.

Theoretical Considerations

This section of the chapter discusses the common themes of the narratives, as designated in Chapter IV, among all participants from the perspective of their family and in comparison with other families in the study. This is done under the theoretical consideration of CCT and the generative lens. CCT guided this research to focus on three major things: 1) what factors affect an individual's life and career construction, 2)

how an individual authors their life and constructs their career, and 3) why an individual authors their life and constructs their career in a certain manner. The generative lens centered on how, what, and why career stories are constructed in a way that focuses on immortality through legacy and provision for the next generation.

Dominant Themes

In Chapter IV the participant career stories were organized into categories consistent with that of the biographical approach, to chronologically recognize the progression of their career and how they made meaning of their career experiences from their family beginnings, career turning points, previous occupations, and career influences. As a result of this process, major themes emerged from the data, such as: role models, a sense of community, and a desire to continue the legacy. An interesting finding that was not as commonly illustrated as the previous three, but was a significant underlying assumption among many of the career stories, was the term *career* expressed as a spiritual calling. A discussion of this latter finding resumes in the second part of this chapter that revisits the literature from Chapter II. The dominant three themes are discussed here in its relation to the study's theoretical framework of CCT, the generative lens, and the research question of: How are family career legacies created, experienced, and maintained?

Role models The existence of career influences and role models was a prominent factor in the construction of the career stories of the participants. All of the participants named their parents, grandparents, aunts, and uncles as the primary role model(s) in their lives. This was consistent with research that parents affect career

choices by acting as the most powerful role models who influence their child's self-concept of appropriate careers and occupations (Smith, 2011; Huang & Sverke, 2007; Porfeli et al., 2013). This was indicative of the stories told by Theo Hanks, Cliff Hanks, Elvin Hanks, Patty Herrera, Clinton Callagari, Tobias Callagari, Carl Winslow, and Harriet Winslow, who struggled with picking just one of their parents as their role model. These participants essentially stated both mother and father as the primary role models because of their admiration of their careers and accomplishments, appreciation of how these individuals nurtured them, and observation of how these role models made other people feel.

CCT acknowledges a parent's role in the development of their child(ren)'s career self-concept is significant because it originates how children come to view themselves; which is through their parents' eyes, as parents serve as guides to social roles (Savickas, 2005). Through understanding the participants' family beginnings and their recollection of these beginnings, the window to how family begins to shape career identity was revealed. Additionally, through the narrative piece of CCT, one's career emerges from the lines parents draw through childhood aspirations and memories that help kids to learn about themselves and society (Savickas, 2005).

This was evident in responses given by Elvin Hanks, whose earliest childhood career aspiration was to be an astronaut. However, he recognized that being an astronaut required one to be able to take risks, and this was not a characteristic he possessed. The people he had the most admiration for was his mom and dad who both had safe careers

in teaching and banking, respectively for over 35 years. In fact, one of the things he admired about them was their consistency in their careers.

Moreover, a child's observations of how their parents engage in their careers and how parents demonstrate their educational and occupational pursuits, serve as the primary role modeling in children deciding their career pursuits. This was prominently demonstrated in the Hanks family, who stated a strong family focus on education. Cliff boasted on the reality that all of his children and children-in-law had earned graduate degrees in either business or law, which models his academic accomplishments. Additionally, in this family, Elvin and his dad Theo talked about the pressure to achieve graduate degrees in their household and that both he (Elvin) and his brother felt obligated because Theo had an MBA and his mother a doctorate. Theo discussed this pressure when attending family reunions and being among the least educated because the entire family on both sides have graduate degrees. Therefore from a young age in the Hanks family, it was understood graduate education was expected. Because the members of this family highly admired their parents, they ultimately began to pattern themselves after their parents' career and academic pursuits (Alliman-Brisset et al., 2004; Fulcher, 2010). This was indication on how family career legacies were experienced and maintained. Admiring parents and their career activities and accomplishments put pressure and/or provided a level of support which the younger generation experiences and patterns their career pursuits to follow in the footsteps of the family member(s). This begins the maintenance of the legacy for that generation.

Carl Winslow admired the accomplishments of his father Steve and mentioned how he tagged along with his dad wherever he went. This was an example of how legacies are experienced as he watched his father handle and continue the business and just as Melissa Ortiz, Clinton and Tobias Callagari, Elvin, Trey, and Cliff Hanks, and Patty Herrera spent their childhood working in the family business during summers and outside of school. As father and son, Clinton and Tobias still work for the family business started by Clinton's father for the purpose of extra income and through obligation, because of Clinton's shared ownership in the business. Melissa's daughters are doing the same and Jordan Jones is bringing in his children to get them acclimated into the business. Incorporating children in the family business or the parental career is also an avenue to prepare or groom the next generation to maintain the legacy, because they have the opportunity to experience and personally interact with certain duties or key persons on an intimate level. This coincided with literature on how the family environment affected the familial influence on career decisions because of its ability to expose children to the jobs and careers experienced by their parents, whom they admire. Thus the business and/or career becomes a part of their lives. This is where they begin to develop their career identity by seeing and performing tasks and making associations of certain interests and competencies needed with certain careers and people who have those careers.

For example, Elvin Hanks' role models gave back to the community in various ways and they were bankers; thus, from these banker role models, he made the connection that to be a banker meant to give back. Similarly, growing up Melissa Ortiz

and her cousins witnessed the constant community involvement of their grandparents, aunts, and uncles who helped raise them. These relatives helped people outside of the scope of their careers and the community was dependent on their help. Therefore, community involvement was impressed upon her and her cousins and was a factor in their development of career identity, in finding careers that has a community component. Therefore, Melissa's decision to take over the family restaurant was fueled by a sense of community. La Cocina was regarded as a pillar in the community and her family because of its heritage of community involvement.

Succession The participant who named both parents as being primary influences, were consistent with Li and Kerpelman (2007) who found mothers had the power to influence and fathers had the authority to influence. Theo Hanks spoke about his authority in pushing his children to achieve master's degrees. Elvin agreed that one of the familial pressures was to obtain a graduate education and because his father was his hero, and he patterned his career and education after Theo's. Elvin stated both parents stressed education but his father enforced the fact that he and his brother needed to get a graduate degree.

The authority of fathers also carried onto expected business succession by their children. Succession stories were also consistent with Dunn (1999) who stated sons have an obligation to return to the family business when their fathers have the need to transition, despite their experience outside of the family business. This was true for Elvin and Trey Hanks, who returned from other banks to move into a leadership position at the family bank in place of their fathers. The same for Clinton Callagari, who left his

career as a pilot to succeed his retiring father in the steel fabrication business (though his father decided not to retire) and Cliff Hanks, who left the Navy and relinquished greater career opportunities to take over as bank president due to his father's death because he felt his dad would have been displeased if he had not. Though Carl Winslow had a career as an accountant, he took over the business because his father insisted. Patty Herrera's father, Alonzo, succeeded his father Armando because he wanted to help his dad grow the bank; thus he gained experience by working at a bank in another city before returning to run Pinnacle Bank.

Where the literature is limited is in the succession of the family business by women. Patty Herrera and Melissa Ortiz, both females, returned to their hometowns from lucrative career opportunities to run the family business as their parents transitioned. Patty came back to run the business because she felt it was an opportunity to explore this career and felt neither of her siblings, like Clinton Callagari's statement, had the necessary skills to run the business on their own. Melissa came back because she did not want to see her parents sell the family business and wanted to keep it alive because of what it meant to their family history and to the legacy in the Bryan community.

The willingness to engage in the succession of the family business was mainly due to the internal connection to the family business; in addition, to the role modeling of parents. Consistent with Solomon et al. (2011), the internal connection to the business as a reason for succession was primarily demonstrated by Patty Herrera, Melissa Ortiz, and Elvin, Trey, and Cliff Hanks. Trey, Elvin, Cliff, Patty, Tobias Callagari, Carl

Winslow, and Melissa's decision to succeed their parents can also be contributed to their parents grooming them to be the successor. Lastly, in Clinton Callagari's case, his father's delayed retirement remains a looming factor of his succession of the family business (Solomon et al., 2011).

Collectively, there are many reasons for succession but the root seemed to be through an internal connection based on role modeling. This connection also seemed to be infused by subtle pressure from parental expectations. Though this study found the same results as Solomon et al. (2011), the participant career stories of this study revealed an underlying assumption of pressure to family business succession. Thus, future research should focus on the parental pressure to the succession of family career legacies. A few of the interview questions were geared towards pressure; however, it was not a focal point.

Role models as career patterns Cliff Hanks' admiration for his father was demonstrated his entire life. He patterned his career after his dad's. He went to UT because his dad was a big football star, he went into the Navy as his dad had gone into the army, he became involved in politics and his dad was a sheriff. His son Trey went into the Navy and since pre-school dreamt of being a banker because that was what he observed. Schulenburg et al. (1984) found through Blau and Duncan (1967) that a father's career directly effects their son's attainment. From the opposing view, this was also true for Richey Don Jones, who sought a career in entrepreneurship because he did not want to replicate his father's career situation, who was dependent on available jobs. Patty Herrera spoke about being intrigued with her father's job duties that frequently

caused him to be absent from the home. She also talked about her grandmother being a strong woman who was powerful and commanded respect in a male dominated field, and her mother being able to juggle a career and motherhood as fuel, confidence, and affirmation that she could achieve the same as all three of her role models.

Harriet Winslow recalled having tremendous respect for her father-in-law, Steve, and a major reason of why she gave up her career aspirations to be a French teacher to go into cosmetology and follow the pattern her mother-in-law, Laura had set. Carl stated his father told him that after he was married, it was time for him to take over the legacy, just as he and Laura had done when Madame Crawford passed away.

Other role models Other participants acknowledged their attraction to the careers of extended family members and close family friends who served as their primary role models. From childhood and early adulthood, participants' observations of people's career experiences served as an influence on career decisions. Blustein (2004) stated career role models often come in the form of individuals in the community who serve as a "village" to individuals. Richey Don Jones named his grandfather as a role model because he owned land, livestock, and had money to leave his children when he died. Then spoke of his admiration (as a child) of two men outside of the family because he felt they had a significant amount of money and stated they "owned the town", associating money with power and ownership. Thus he began to pattern himself after these role models and sought to be an entrepreneur or "businessman" who would own property and earn enough money to splurge on certain items to display his wealth. This

is representative to CCT which states that children choose role models who demonstrate a solution to a major problem that bothered them in their childhood (Savickas, 2005).

In Richey Don's narrative, he felt money was the solvent to the problems he experienced growing up; in addition to power, which he indicated his father lacked as a saw mill worker. Furthermore, when Richey Don achieved a certain status, he felt he had the same power of his role models. This was indicative of him often referring to himself in the third person, making such statements as: "I had the city in the palm of my hands" and people saying "Richey Don is the man!" From Richey Don's career story, insight was given as to how family career legacies are created through a person's desire to achieve what they admired or desired growing up. Thus he created his own career legacy to be immortalized and leave something for his son, which is a generative mindset and why family career legacies are created.

Melissa Ortiz mentioned her aunt as her role model because she was intrigued with her doing hair and as a child realized she wanted to emulate her career. Todd and Jordan Jones named, outside of their father, role models who were leaders in the community because they witnessed their positivity and philanthropy, which gave them desire to connect with the community in the same way. Omar Callagari mentioned his grandfather as a role model because of what a great person he was, meaning he admired his value system and personality.

Role model advice The participants also mentioned certain people as their role models because of the advice they provided to them, in addition to their admiration of

their careers and their accomplishments. This was consistent to what Whiston and Keller (2004) found. This form of admiration led to emotional and career support. Omar Callagari talked about his mother Thelma and step-dad Clinton not supporting his career as a gamer and as a result, giving up this career aspiration. Elvin Hanks discussed his parents and uncle laying the “building blocks” for his career foundation and being able to consult with them on his career decisions because of his respect for their achievements and opinions. Trey made emphasis on his career decision to be a banker as something that he always wanted to be because of his admiration and fascination with his dad Cliff. With the advice from his father Cliff, he was groomed to be his successor. However, he stated he always had the freedom to make whatever career choice he wanted. This forward thinking demonstrated Cliff’s generative mindset and plan to continue the legacy once understanding his son’s interest in banking. The same could be determined for Elvin because they (Elvin and Trey) were expected to continue leadership of the bank as both of their fathers remain in emeritus positions to guide and advise them.

Summary Role models existed for all of the participants in their career stories. The majority of participants acknowledged their parents as their primary role models, which is to be expected in a study about family career legacies. Through CCT and generativity the significance role models have on the experience and maintenance of family career legacies is understood. The findings in this area were consistent with the literature on family role models and the familial influence on career decisions. Family, mainly parents and secondly those members who were in close contact with participants

served as career informants, motivators, and supporters who were instrumental in the formatting of their self-concept and the development of an interdependent environment which guided their career decisions and academic pursuits (Smith, 2011; Whiston & Keller, 2004; Alliman-Bassett et al., 2001). Parents' generative thinking resulted in preparation for the future through grooming efforts for successful careers in the family business. Parents used their position as role models to communicate acceptable and unacceptable careers and to promote career and academic expectations suitable to the family career legacy.

Families were supportive of any career decision with reason but those that were interested from a young age began the grooming process to continue the legacy as the previous generations set the example and had the next generation to shadow them in the early years. During their careers, they were building on previous generations to do better so the next generation would have a stable foundation set for success. This aided in the patterning of the upcoming generations (Fulcher, 2010).

Role models' actions outside of their careers served as illustrators of the acceptable behavior and character of a person with that career; thus, contributing to the development of career identity of participants. Therefore, role models began to construct the careers of the next generation by enforcing acceptable career and academic pursuits by example and by exposing them to the career at an early age, but not with significant pressure but as a possibility. Through this approach, role models were instilling values and interests that contributed to their career identity consisting of the family's social identity needed to sustain the family business. As such, through role

models, the family career legacy was experienced and maintained through the patterning of the role model's career by the next generation.

Sense of belonging and community Role models played a significant role in the career influences of the participants' career decision making and the construction of their careers. Through role modeling, many career patterns were formed and followed which resulted in the development of career identity. A commonality of the participant role models and for some, even the role model's role model was involved in the community. This was an interesting factor because all of the families interviewed possessed a strong sense of community and belonging to something greater as part of who they are and as an element of their career. Brown (2004) stated individuals select careers that give them a sense of belonging.

Todd and Jordan Jones recognized their career was influenced by the attitude and sense of community their role models demonstrated. They recalled them as being positive images in the community, having the responsibility to help the less fortunate, and having a connection to the local community. This was further exemplified with Melissa Ortiz, who talked about seeing her parents, uncles, and grandparents feed people who were homeless, hungry and downtrodden, fight for equality and against injustices in their community, and assist Hispanics in getting their citizenship with no payment in return. Theo Hanks and Melissa witnessed role models helping people with a variety of issues even outside of the scope of their job, with people stopping by their homes for help and never being turned away. Therefore, they modeled this behavior and it became engrained in them as a family value. Jordan stated he saw community leaders giving

back and made himself a promise to do the same once he was financially and professionally blessed.

Patty Herrera's family career legacy, like that of Melissa's was built from her grandfather wanting to help make the town better by ridding it of social injustices. Patty's role models were her parents and she spoke about how she took their community projects and added to them to incorporate her specific passions. Thus, role modeling helped to not only prepare and serve as guides in career decision making but it also enacted a sense of community and belonging, which helped to perpetuate the family career legacy.

Patty's involvement with Pinnacle bank extended beyond the bank itself to a career for community involvement as she mentioned the various community service projects and nonprofits she is involved in and her anticipation to assist on the political side. This was similar to Cliff Hank's response regarding his career at his family's bank. Both shared the same concept of community involvement, and though Patty had not achieved as much as Cliff, the organizations she's involved in were similar to the path of Cliff's. Interestingly, both community banking family participants considered the bank employees as extended family. They felt responsible for their well-being and through the banks' operations, felt compelled to make decisions that benefited the bank family as well as their biological family. In the same vein, Clinton Callagari acknowledged his opportunity to help special needs children as one of the most appealing things about his career, which was similar to statements made by Cliff, Patty, Melissa, and Theo.

Frequently Elvin Hanks confirmed the importance of being involved in the community and providing reason for his future community involvement plans. This was a pattern of his family's involvement in the bank. It is imperative to note that Elvin and Trey were being groomed to take over the bank just as both of their fathers had, so they are following patterns of what is necessary to be the leaders of the bank, which is another example of their formation of a career identity as a banker. Elvin mentioned the sense of community as prevalent in their town. He described Brenham as a community-oriented town where he anticipated being involved and leaving a legacy on the level of his father, uncle, and grandfather. This was similar to Carl Winslow's upbringing in the Black Houston community (according to Beeth & Hintz, (1992) during segregation, the Houston Black community was said to be similar to a small town) where his father was actively involved in various community-oriented organizations and equality movements.

The sense of community at times was more than just a commitment or part of the family value system, but it was also perceived as a career and as part of one's career identity. Elvin expressed his desire to be known beyond his years as a person who was heavily involved in the Brenham community because of the family lineage of giving back to the community. This was also expressed through the Ortiz family who considered their restaurant as a fixture of the Bryan community because of its origin and significance in Bryan Hispanic history.

Ironically, Cliff Hanks identified his career and the family career legacy as community involvement instead of banking. Steve Winslow's career seemed to be close to Cliff's as one that used the current occupation and business to engage in a career of

community involvement and entrepreneurship. Just as the community bank was the core and avenue that allowed Cliff to become involved with various boards, the same happened for Steve as he used Crawford Beauty School to propel his endeavors. As the business grew, so did the level and commitment of his community and political participation. Trey Hanks frequently mentioned having a sense of community and helping people, especially as being part of his job and part of the his family values.

Close family relationship The majority of the participants expressed a comfort in belonging to a tight-knit family, one where support, resources, and success was prevalent and members operated together as a unit. There was no one individual accomplishments but one person's accomplishment was an achievement for the family and there was an expectation for members to contribute to the family legacy and a desire among participants to make a worthy contribution to the legacy.

Having the opportunity to build from a foundation was a commonality among all of the family career legacies. Elvin Hanks specifically mentioned being involved with the community and being in a tight knit community and family over 13 times in his interview. He also declared, but not as much as the previous, that his family laid the building blocks or foundation for his career. Study participants benefitted from the knowledge and resources of the previous generations and felt more powerful as individuals and more secure in their career because the legacy that had preceded them. Additionally, the previous generations desired to provide a solid career foundation so that future generations would not have to struggle and would have a career opportunity to fall back on. These actions were generative in thinking.

The earlier generations of these family career legacies approached their careers with the thought of being successful and leaving a good reputation for their children. This was evident with Clifford Hanks, who communicated to Cliff in his final days that he had left him a good name and regardless of his career decision, he needed to maintain that good name for future generations. This was also demonstrated through Richey Don Jones, who built a tremendous legacy in business and radio and had the desire to leave a business opportunity for his son and did so with the funeral home, though he originally wanted to leave Todd one of his existing businesses. Richey and Clifford's generative thinking was not only to provide for the next generation but to immortalize their career accomplishments through reputations and family value systems. This is indicative of how family career legacies are created.

The close relationship of the families and the values that were passed on also created an environment that promoted community. The accomplishments, procedures, and perspectives were represented holistically as a family and not individually. When asked about pressures, Trey Hanks's response compared the pressures the second generation and third generation had faced. This demonstrated a holistic way of thinking that made meaning of his, Elvin, Theo, and Cliff's career patterns. Secondly, Omar Callagari's decision to work at Full Force was justification for working in the family business because it provided a sense of belonging, where he would not be rejected or fired.

The theme of sense of belonging and community is critical in understanding how family career legacies are created, experienced, and maintained. The generativity of

early generations create the basis for the legacy by providing the foundation of a value system, which builds character and guides behavior and career decisions. The ability of the legacy to hold a reputation and status in the community, further creates an environment of a proven career path that is nurtured and a supportive network of family where decisions are made together and success and failures are experienced together. Therefore, a person has the ability to make a greater impact in society through community involvement efforts as a group on the premise of proven accomplishments of family members. Essentially, one has the advantage because the path of involvement and participation has already been outlined and as generations emerge, the amount of career barriers decrease.

Continuance of the legacy A desire to continue the legacy was the final major theme presented in the participant's career narratives. Continuing the family career legacy was a display of generativity, the construct in which an individual aspires to leave a legacy through the linkage of past and future experiences. Generativity in this study encompasses the creation, maintenance, and preservation of values and behaviors toward careers. The continuation of the legacy is a result of how the participants experienced their family career legacy and their quest, based on their experience of it, to maintain the legacy for future generations.

The participants expressed a desire to continue the legacy whether through the family business or through the family value system. The participants gave various reasons for their own personal commitment to the legacy. Patty Herrera spoke of an internal pressure to continue her family career legacy because she felt obligated to the

community where she was raised, she was familiar with the career through her previous involvement, and she saw the opportunity to make the greatest impact as a banker. Additionally, she sensed she was the only one of her siblings who was capable of running the bank, so the pressure was figuring out what role she would play in the continuation of the legacy. Her return to Pinnacle after graduation was her attempt to explore the opportunity and success in community banking.

Melissa Ortiz also sensed she was the only one of her siblings who had the competencies and commitment to run the family business. Additionally, her desire was not wanting to see her parents' hard work be in vain and the significance of the restaurant end. Since she had been working at the restaurant throughout her life, she believed she could maintain it and in doing so, she would preserve the family history and values.

Similarly, Clinton Callagari expressed pressure to take over his father's steel fabrication business because he sensed he was the only one of his siblings with the business acumen to fully operate the business and did not want to see his dad's hard work sold to another family. However, for his martial arts business he expressed he wanted Tobias to take more ownership in it. As such, Tobias acknowledged that he enjoyed working for the family business, and just as his dad, he wanted to help grow the school. Ironically, this is the same desire Clinton's father had for him in the steel fabrication business, which is a form of generativity in the frame of CCT. Here the Callagari's were constructing careers with the future generation in mind as a way to

employ family values and provide for future generations in a way that would outlive them.

Growth A desire to want to see the business grow is another reason for continuing the family career legacy. This desire was affected by the fact members felt compelled through a sense of community and belonging to the reputation and the value system for the career, which is the foundational factor for wanting to see growth. Trey Hanks provided an example of the family patterns when he discussed the third generation taking over the bank and upholding the legacy and maintaining a presence in the community. The third generation also includes Trey's brother-in-law, who is the branch manager at another location. This was a pattern of generativity in basing their careers off the future of maintaining and continuing the legacy by growing the bank for future generations. This is exactly the approach that Theo and Cliff had.

Additionally, Alonzo Herrera wanted to grow Pinnacle and felt an obligation to help his father transition from the bank as a reason to continue the legacy. Similarly, Steve and Laura Winslow were heirs to Madame Crawford's business and executives while she was alive. Steve especially, was instrumental in its growth. Consequently, when he began to age and felt that Carl and Harriet were able to, he recruited them to take over. As such, Carl and Harriet inherited the business and it was something they continued because they were asked to by Steve. Now their son has been involved in the business since he was younger and has determined he is going to grow the business beyond his parents' leadership. Therefore the reasoning here is grounded in the sense of belonging, not wanting to see the business die, and wanting to make an impact as an

individual through a system or organization that possesses the same values. It is a sense of family pride and a desire to maintain one's identity, which is based on the family value system. This is exemplary of social capital.

Maintain reputation Continuing the legacy was also a way of maintaining a reputation that was not only passed down but was admired by upcoming generations who wanted to belong. Trey Hanks stated he wanted to leave a good name for his kids through work and community involvement, which is the same thing his grandfather said to his father and the same thing his father told him. This is truly a pattern and is generative thinking on the aspect of his career. Elvin, just as Trey, spoke about maintaining the legacy for his children's sake. In his interview, Cliff stated he was already planning for Trey's son to succeed in the banking business. He stated he wrote books for his grandchildren so they would understand their family's legacy and reputation through the values, and culture.

Theo Hanks talked about leaving a reputation the third generation could be proud of but included his wife and Cliff as one and hoped they (the third generation) would remember the work that they (second generation) did for the family, community, and the bank. He exemplified generativity in hoping his work out lives him and that his family is proud of these accomplishments; in essence, this is a desire to be immortal. Carl Winslow mentioned a family pattern when he boasted about Eddie's plan to surpass his accomplishments. The organizational involvement of Eddie that Carl mentioned were along the path of Carl's father Steve, who was tremendously successful in the family business and Houston community. The generative nature of Carl to help his son succeed

and carry on the reputation of the Winslow family is the same as Steve did for him when he recruited Carl and Harriet as successors of Crawford Beauty School.

Greater impact As stated in the previous subsection, participants had a desire to employ career aspirations to a movement bigger and more meaningful than their individual effort. The career appeal to Harriet in the beauty industry connected with her desire to be a teacher. She understood that she could make a greater impact teaching at Crawford than teaching French. This was similar to Thelma's career aspirations to be a school teacher but ended up being a martial arts teacher. Like Harriet, Thelma realized this career decision to participate in the legacy was the best outcome for her instead of her original career aspiration. Both of these women found their fit within a loving and established work environment that promoted community impact and family, two things they both desired. Additionally, both gave up their original career aspirations for their husbands to help make an impact in their family's career legacy. Now they both have contributed to the legacy in a nurturing way. Harriet acknowledged in her definition of success, her goal to prepare students to have lucrative careers in the beauty industry as she and her daughter-in-laws. Therefore, she associated their success with also showing a capacity to continue the family business and succeed at it with the family's proven formula.

Summary The dominate themes presented in this section were role models, sense of belonging and community, and continuance of legacy. The desire to continue the legacy dealt with the longing to seek growth, maintain a reputation, and make a greater career impact; all of which contribute to understanding the maintenance of a

family career legacy. The research on family legacy did deal with the aspect of why legacies are maintained but more so focused on how they are maintained through storytelling and observation. The continuance of family career legacies centers on a sense of belonging and community to live out one's career in an impactful way through a contribution to a collective and have their values live on through future generations in hopes to make better contributions to society and be immortalized.

The theoretical framework of CCT with generative lens helped to realize the significance of the familial influence on the career decisions, aspirations, and identity through the construction of career stories. It is through participant career stories that we learn family career legacies are created based on a need to provide for future generations. These legacies are experienced through the value systems, parental expectations, observations of role models, and involvement in the family business/intergeneration career at an early stage in life. Lastly, they are maintained by a desire to belong and make an impact in the community. This is done through familial support and guidance in career decisions and a desire to grow the business, maintain the respected reputation, and have this reputation and collective body of work outlive them. In essence, this is to ensure one's life was meaningful and purposeful in making the world better.

Revisit of Literature

The second section of this chapter re-visits the literature from Chapter II in the areas of familial influence on career decisions, career identity in career decision making, and family legacy and discusses how the study addresses the literature gaps. The

literature on the familial influence on career choice stated this influence was the most powerful in an individual's career decision (Brown, 2004 & Metheny & McWhirter, 2013), this was evident in the participant interviews as they often followed career patterns set by their family members and valued the opinions and guidance of their family members in their current career decisions. This section discusses the findings as compared to the literature from Chapter II in the areas of familial influence on career decisions, career identity in career decision making, and family legacy. Additionally, this part focuses on research question 2: How does an individual's familial influence affect the feelings, thoughts, and outlook toward their career decisions?

Familial Influence Factors

The familial influence factors identified in Chapter II were defined as the thoughts and opinions of parents, siblings and extended family members to have an impact on the career decisions of their relatives, such as: SES, race, gender, geographic location, parental work-related attitudes, parental styles, family structure, role modeling, parental occupation and educational attainment, and parents' expectations (Fouad et al., 2010; Splete, 1985; Metheny & McWhirter, 2013).

SES In the area of SES, all of the participants born into the legacy experienced backgrounds of at least middle-class upbringing, the only exception would have been Richey Don Jones, who came from a working class family but his grandfather was middle class. Richey's parents' lower SES seemed to align with the findings of Ozdemir and Hacifazlioglu's (2008) study, which said parents of lower SES will push their

children to careers in medicine. Richey Don's father, a saw mill worker, sent him to college to be a doctor. This is consistent with Lindstrom's (2007) study that acknowledged individuals with parents of low SES are encouraged to obtain stable careers different from their parents. In the case of Thelma Callagari, whose family was from lower SES, parental involvement in her career choices was almost non-existent but in turn she received encouragement and support; this is also consistent with Lindstrom (2007).

This again is an indication of why family career legacies are created because it invites generativity to provide a better future and greater opportunities so that future generations do not have to struggle. This would explain Richey's push to find something to leave Todd and Thelma's emotional commitment to martial arts students and the need for Omar to work at Full Force.

As such, the study was consistent with research done by Huang and Sverke (2007) who stated the parents' SES had a strong influence in the occupational choice and impacted an individual's perception of what careers were attainable and thus children would select careers with the same SES status as parents. This was the case for most of the participants because they selected the same careers as their parents and or role models and many sought to not attain the same SES but some wanted to achieve a higher SES status.

Through the family artifacts, this seemed to be true for participants' predecessors. In the case of Richey Don, though he emulated his grandfather, his father

was a working class man. It was Richey's admiration of his father's side of the family, who were middle class, that he patterned his career decisions and desired a higher SES, still demonstrating the strong influence. Additionally, the Hanks family was a prime example of the influence of SES on occupational and educational attainment.

As recommended by several scholars (Brown, 2004; Ozedemir & Hacifazlioglu, 2008; Huang & Sverke, 2007; Whiston & Keller, 2004; Splete, 1985), SES played an even major role in ethnic minority groups and thus, in the findings it was imperative to include the history of these participants to provide a deeper understanding of how the external environment and time period effected their family career legacy and contributed to the familial influence. Based on American history, these families would have experienced certain restrictions and limitations on career and academic opportunities. What is interesting is the ethnic minority participant families demonstrated tremendous strength and in the face of adversity, became advocates for equality to eradicate the racial barriers they had faced and took advantage of their situation and their SES to make it better for the next generation. This is definitely generative in nature for not only the level and significance of community involvement for these families, but further proves that SES and race must be studied together when researching familial influence on career decisions. Therefore, the SES of the parents of the participants was a major influence on what careers were available to them and the academic expectations of their parents.

Race/Ethnicity For this study, two Hispanic, two Black, and two White families were interviewed and researched in an effort to identify whether there would be a difference in the familial influence on career decision making. However, though the

non-white families faced different environmental hindrances that members of their family overcame, the familial influence did not differ from the study's White families. Across the board, the participants' parents, both mother and father, were powerful in their familial influence and the development of career identity. Their fathers may have played more of a dominant role in the career selection but their mothers were significant in the support, compassion, and character development. Because all of the families were of family career legacies, this could render different results than the research on race and ethnicity of familial influence. However, these families seemed to possess many of the same values.

The specific literature from Chapter II on race and the familial influence seemed to be consistent; however, as previously stated, race did not emerge as a major focal point in this study. The literature concluded Mexican-Americans considered ethnicity as part of their career identity and a primary influence in their career decision-making (Bullington & Arbona, 2001; Flores & O'Brien, 2002). Through the Ortiz and Herrera family career legacies, the literature results seemed accurate with the findings of this study. However, these participants demonstrated that choosing to serve their communities in their career was part of advancing their culture and community. Melissa Ortiz spoke about being prideful and how her family, despite their various careers, were committed to seeking civility and justice for Hispanics.

The literature on African Americans and the familial influence found parents to be most influential on career plans and aspirations. Also, African American mothers were more influential in imparting the family value system and fathers were a direct

influence on career selection (Hairston, 2000). From the Winslow and Jones family, this literature did apply to both families but not in consistent ways. For the Jones family, career choice was not influenced by parents. What was conclusive from these families is the importance of community, external environment, and positive imagery in the course of career decision making. Though this study only looked at two families per race, the results suggest more research should be done that primarily focuses on race and career experiences.

Gender Family gender roles were a factor in the familial influence on some of the participants. Patty Herrera stated the strength of her grandmother to be successful in a male dominated industry and her mother's balance of motherhood and career gave her confidence that she could not only be successful as a bank president but as a mother and role model for other women as well. Likewise, Melissa Ortiz witnessed the strength her mother had by stepping up to take care of her siblings when tragedy struck her father (Melissa's maternal grandfather) and how her parents worked as a team to run La Cocina and stepped up when the other spouse was ill. From the experiences of her mother, Melissa learned how to be a strong career woman. Also, she mentioned that growing up, though her family was emotionally supportive and told her she could do whatever she wanted, she observed the girls in the family were not taken under the wings by the men of the family for entrepreneurial guidance because the females were expected to be homemakers. During personal reflection, Melissa realized this made her rebellious and had a direct effect on how she runs the restaurant. She stated she runs it "like a man" because she always wanted to prove to men and boys she was better than them. Her

experience coincides with Kniveton (2004) study that males are nurtured more for entrepreneurial careers.

Thelma Callagari and Harriet Winslow mentioned their career aspirations to be teachers. Thelma was encouraged by a male teacher and Harriet was supported by her family in her aspirations to be a French teacher. The only difference was Thelma did not have the financial opportunity to go to college, so her aspirations were derailed until she met Clinton who then encouraged her to combine her aspiration and her hobby and become a martial arts teacher. Harriet became a cosmetology instructor because of her father-in-law and she slipped into the very role her mother-in-law played in the family beauty school, as nurturer and director.

The men in the study followed the patterns of males, mainly their fathers. Todd and Jordan Jones mentioned community leaders as well and Cliff, who received advice from his father's friends, which is all consistent with Alliman-Brisset et al. (2004) study that found boys were more responsive to authoritative figures and community leaders in the formation of their career decisions.

Overall, gender was a factor in the familial influence of the study participants. Mainly confirming Fulcher's (2010) statement that gender was a significant familial influence from middle childhood to adulthood in helping an individual to construct their careers and what are acceptable occupations and appropriate behaviors needed to perform a chosen career. This also had its roots in Gottfredson's theory of

circumscription, compromise, and self-creation, which provides insight into the feelings and outlook an individual has on their career decisions.

Family environment In addition to gender, the family environment proved to be a major factor in the familial influence on the career decisions of the participants.

Because they were in family career legacies, they were exposed to aspects of the career when they were children and many of them had the opportunity to work in the field as early as five years old doing certain things for the family business and then working in the summers when they were teenagers or home from college. Their acquisition of leadership skills in the profession was definitely attributed to their parents and the family environment which groomed them from their experience in the field.

Cliff Hanks made a reference to this when he stated children of athletes have a better chance at becoming great athletes themselves than others because of their parents' experience. Therefore they are privy to the lifestyle and can better prepare their children than non-athletic parents. The same is for the family business and intergenerational careers (Obschonka et al, 2011). That career becomes a part of the family environment and the value system that is taught and embraced. This is further backed by Lopez and Andrews (1987) who stated career decisions are not made by an individual alone, but made by the gathering of information from their environment, which would include community leaders, family friends, siblings, aunts, uncles, and primarily parents; especially, how these members of one's environment demonstrate their satisfaction and dissatisfaction with their career (Porfeli et al., 2013).

The Hanks family was the extreme example because they were a family of bankers and all have contributed to the bank at some point. Additionally, education was valued and the third generation had replicated the examples given through Theo and Cliff (the second generation) and have even done so with their choosing of spouses, who have the same graduate degrees that were encouraged. The Callagari's focus was not on education but on maintaining the family business and along with the Hanks, their legacy aligns with Brown's (2004) findings that the family environment is most influential on career choices of White families; whereas the ethnic minority families in this study were supportive of any career of substance chosen by their children and did not receive the same type of pressure as the White families in this study.

Family structure The literature in Chapter II stated family structure was the most important factor in the familial influence on career decisions because it is the main vessel in how families co-construct the value system and determine appropriate careers and academic pursuits (Hall, 2003). The family structure is what determines the career patterns, values, and basic skillsets of family members and determines and establishes how they form certain interests, motivators, and draw conclusions as to what it means to be or what it takes to become a certain professional. In essence, the family structure is the foundation to the building of one's career identity.

Bratcher (1982) found not only was the family the most powerful emotional system, but the family structure was comprised of myths and stories which contained the value and belief system that maintained the roles for family members. In those stories, identity and traditions that influence the development and maintenance of the family

structure remain and are passed down through generations. It is through the family structure that a professional network exists. This was evident when Elvin Hanks talked about consulting his family before taking and pursuing certain occupations prior to returning to be vice president of Vision bank. This also was true for Omar Callagari, who was working with the family business to gain necessary job skills. The family structure also determined the educational and career standards for the family, which was best demonstrated by the Hanks family (Whiston & Keller, 2004).

Additionally, Chope (2005) found the family structure influenced individuals to select a certain career path and pursue a career that mirrored their family's accomplishments; this again was demonstrated by all of the families. This was even key to the Jones family where Todd and Jordan did not follow in the direct career footsteps of their father but sought to uphold their father's career legacy in the community and accomplish what their father had in their own career path. Duffy and Dik (2009) declared a lack of research on how constraining the familial influence on career choice could be; a definite constraint could be seen through the career story of Omar Callagari who wanted to be a gamer but his parents did not view it as an acceptable profession. He now lives with his parents and was working for the family business with aspirations to gain his independence.

Family relationships The participants demonstrated strong family relationships, mainly through the fact they were all tight-knit families. The relationships were based on how they interacted with each other and thus helped also in the career construction in how they discussed career decisions and determined acceptable career paths. For

example, Elvin Hanks talked about consulting with his family about being a bank examiner before making the decision to be one. This is consistent with the literature on having the family support system to bounce career decisions (Lara, 2007). Cliff Hanks stated family and honor matters, meaning the values an individual learns from their family matters because in hindsight, that is all a person has. This was consistent with Chope (2005, 2006) and is important in understanding how a person will approach their career and be of contribution to organizations. It is through these relationships families determine what matters, through constant interaction that allows them to feed off of each other's experiences. Melissa Ortiz explained, when speaking of her cousins, how many of them were successful because they motivated each other through individual successes. This is consistent with Lara (2007) and Lindstrom (2007).

Career Identity in Career Decision Making

Career identity had revealed itself in the findings and throughout the previously discussed sections of this chapter. However, this subsection will take a closer look at the role of the participants' career identity in their career decision making, according to the literature. In understanding the creation, experience, and maintenance of a family career legacy, identity is a significant part. The focus of this study was on career identity, which had a strong association with social identity when dealing with families, as it is through the family structure and interaction patterns that an individual began to create their career identity and understand their career decisions. This study used Meijers' (1998) definition of career identity as "a structure or network of meanings in which the

individual consciously links his own motivation, interests, and competencies with acceptable career roles” (p. 200).

Values form career identity Cliff Hanks told a story of his grandfather teaching values to his father. Thus, his father told him the story to teach him values. This showed a pattern of family values in a story of business and career. This was significant in building family values that included the element of business and how to treat employees, which is another pattern of career experiences. This was generative thinking for career, entrepreneurship, business leadership, and community involvement. Consistent with Blustein and Noumair (1996) findings of the correlation between self and identity, the participants’ families played a significant role in the development of their career identity through support and guidance on career decisions.

This study furthers these findings because it concentrates specifically on career identity. As such, the family values that were passed onto the participants by their parents or respective family members were not only told to them but demonstrated to them through their parents’ business interactions. Therefore, through the interactions with people, business successes and transactions, and sacrifices the participants witnessed from their role models were processed as a value system which they emulated and utilized as a benchmark in their careers. In other words, participants associated family values as business values, which led to their career identity in determining what it means to have a certain career.

For example, Patty Herrera spoke of her parents telling her to “do the right thing” as a child and she saw them following this in their business dealings. So in her banking career, part of her assessment of success as bank president and now chairman, was her reflecting on whether or not she made the right decision for the bank and for the people the bank serves. Even her initial career decision to return to the bank on a full-time basis after graduating from college, was based on her assessment of her skills and the position of where she could make the most impact in doing what she felt was right. Ultimately, she decided to return home to serve her community, which she felt was the right thing. This indicates the major influences on her career decisions and the development of her career identity.

Blustein and Noumair (1996) also suggested the family interactions in career identity were also the explanation for the sense of community that is common in family career legacies. Elvin Hanks chronicled how his decision to move back to Brenham was best and then compared his career in Houston to Brenham. He described his feelings on community being more effective in Brenham. Here he made meaning of his purpose, goal, and legacy and how it contributed to family career identity or social identity. Thus he used his career identity to make career decisions, in this case it was the career decision of where to work. He stated “I wanna be known as someone who gave back to the community he was born in”. This is what Cliff identified as his career and legacy of community involvement. Elvin made the connection that for his career identity to be fully exercised and for him to meet the family benchmark, being recognized for

community involvement in an atmosphere that is appreciative of it, is where his skills, interests, and motivations lie.

Therefore the Blustein and Noumair's (1996) findings were correct to this study, in focusing on self and identity as a window into how individuals view themselves. However, this study showed that focusing on how individuals view their parents and role models provided insight on how they have constructed their career identity and how the family's value system is used in making career decisions, which could indicate their aspirations and whether or not they are satisfied with said decisions.

For example, Tobias Callagari admired his father and grandfather for their entrepreneurial successes; however, he seemed apprehensive to make solid career decisions and in the opinion of his father Clinton, he was not taking enough ownership in the business. The diagnostic was that Tobias was comparing his success to his father and grandfather's successes; thus, from his perspective he had not measured up to what it meant to be an entrepreneur, according to how he viewed his role models (his father and grandfather). Therefore, it was not a question of whether he wanted to take ownership in the business but for Tobias, his career decisions had not matched his career identity. He was looking for a way to take ownership of the business but with his own impression. When speaking about his career identity, Tobias took responsibility and named himself. He then also described how his father was an influence. It was interesting he would name himself, maybe because he felt responsible for the career decisions he had made outside the scope of the familial influence. Perhaps, he felt he did not have a career and therefore, did not have a career identity.

Tobias mentioned pressure to live up to certain family accomplishments but said there was no pressure to get into the two family businesses. His gravitation to martial arts because of his interest in athletics and competitive sports, was his way of measuring himself to his family and that was why he felt withdrawn to the point he noticed differences between he and certain family members. He was not exactly sure how he could make his own impact and thus had no career identity of his own, from his perspective. This was consistent with Eckrich and Loughead (1996) who found members of family businesses often do not have a clear sense of their abilities and talents. They maintain a low career identity and submissively chose to follow their parents' same career paths.

Career identity may be how one sees themselves in the future, in more of an aspiration of how they want to be identified. Therefore the career identity in legacies could be an umbrella, whereas the family members share a career identity and sought to find their part in that identity by assessing their own identity to see if it fits within the perceived family career identity.

Social connection of career identity Meijers (1998) discovered career identity included an individual's social learning experience; thus, realizing social identity contributed to the construction of career identity and vice versa. This finding coincided with Gross (2004) who suggested professional associations that perpetuate culture identities help individuals to express their career identity and exercise an aspired social identity. The combination of the works of these two authors presented itself in this study's findings. The family's culture and how the family was viewed socially helped to

construct the career identity. For example, Cliff Hanks became involved in many professional organizations, in which he sought to impart his value system as a member of a board(s). Additionally, his value system, which is the foundation of his career identity, was recognized by the many persons involved in these professional organizations that have awarded him due to his strong values. Career identity was a connection to the social world and dictated his professional organization affiliations because of the similarity of values or the need of a person of such values to carry out a task.

Familial influence on career identity This study and the previous sections and subsection of this chapter have discussed how family influences career identity. This subsection provides additional examples of this influence. The literature from Chapter II was limited on this topic, so the following simply exemplified the conclusion that family had a significant effect on career identity (Hargrove et al., 2002; Hargrove et al., 2005). Clinton Callagari referred to his father as “undisputedly the best in the business in the world” as one of the reasons he started his own business and believed he was the only one out of his siblings who had the business sense to run his father’s family business. Clinton proclaimed to have the same business acumen as his father, which was demonstrative of the influence his father had on his career identity and career choices.

Cliff Hanks recalled a remark a fellow board member made about how the Hanks family tended to “reload”, meaning they trained the next generation to participate in the same social activities and that next generation carried the ideals from the previous generation. Cliff acknowledged several family patterns and spoke frequently about what

his father did and how he followed in the same path. Though he stated he was the main influence on his own career identity, it was clear his father was a major influence because he modeled his career path and community involvement.

Elvin Hanks did not consider his non-banking jobs as “real jobs”. This indicated his career identity as a banker. Furthermore, Elvin made meaning of his career as a bank examiner and how he was offered positions because of the great work he did and how that convinced him he was on the path to becoming a respected banker, like his role models. He stated how banking allowed him to feel rewarded because of the interaction with people, the activities he could engage in, and the opportunity to see the impact of his work. This was exactly what he witnessed and admired of his role models and heard from the stories about his grandfather. Therefore the Hanks’ career identity provided guidance of how they were to perform socially (Hargrove et al., 2005; Kerpelman, 2010). Understanding this helped them to maintain the family career legacy because they understood what was expected of them socially.

The concentration on the aspects on social identity were distributed a different way through Richey Don’s experience. It is important to note Richey Don had many jobs that contributed to his identity as a businessman, this was definitely the postmodern approach to careers. Richey’s career story revealed his many occupations, which contributed and prepared him for entrepreneurship and a legendary career as a DJ. The various skills acquired through childhood and adulthood occupations formed his career identity. Richey frequently referred to himself as a business man from the time he was younger, stating “I was a businessman from the get go”. This was actually him

processing his career identity. He made references to his ability to make money, which could mean that he measured success with the amount of money he made. This was key in his story where he made many comparisons between rich people and poor people. In fact, he compared his two sets of grandparents, his father's side as middle-class and his mother's side as poor. He then stated how he loved spending time with his paternal family because of their lifestyle. Also, the other people he admired, as a child, were financially sound and owned businesses in the town, which are representative of his aspirations and validation for success. Thus when he began to help his son's career by purchasing a funeral home, the familial influence on career identity worked in reverse.

Career identity reflective of a calling Ironically, a common theme that emerged in the career narratives was how some participants viewed their career as a calling. This was reflective of their spirituality but also an emerging trend in research of the 21st century workplace that states people are seeking purpose or a calling for personal meaning in their career selection (Feller & Whichard, 2005). The research in career identity as a calling indicated how the values, morals, passions, and abilities of an individual helped them to determine their purpose. Hall (2002) declared a person's career choice reflected how they perceived themselves and thus the career choice became a reflection of their identity, which is a feed into career identity because people express their identity through their work.

Melissa Ortiz synthesized her running La Cocina opposed to her sisters as being a calling from God. This was similar to Clinton's assumption and this flowed with the theme of many of the participants referring to their careers as a calling. Richey Don

acknowledged the blessings of God from his experiences. He proclaimed “The good Lord been blessing me all of my life”. This related to spirituality and careers as a calling and perhaps a purpose. This also demonstrated his Christian beliefs, which was similar to those of the Callagari, Ortiz, and Hanks families.

Todd and Jordan Jones showed tremendous belief in God, demonstrating a spiritual connection with their career and service to others. Todd, at one point, mentioned their (he and his brother Jordan) career as their ministry. Todd stated the ideal work experience was when a client was happy and expressed their appreciation with a “job well done”. This was consistent to the Biblical scripture of Matthew 25:23, in the context of the Parable of Talents, where a servant was praised for his faithfulness and for multiplying his given talents. Therefore, this further confirmed their career as a servitude to the community and a glorification to God for giving them the talent. These brothers believed their career was a calling. This was indicative of a purposeful career, similar to what Thelma Callagari discussed, that people must commit to their God-given talents.

Todd and Jordan spoke of their careers as leaving a legacy or a reputation in the way that they performed their jobs and careers. Todd stated people should have passion for what they do and go beyond just having a job to possessing a career based on a natural talent with the premise of glorifying God through their talent. This was similar to what Thelma said, but she spoke of a milder, less definite version. Their statements were important to having a purposeful career and approaching one’s career as leaving a legacy-which is the point and an implication of this research study. Jordan also

mentioned he hoped his life was not in vain and that his work spoke for him, which was a reference to an old spiritual song. Todd, Jordan, and Thelma's view of career as a calling was also shared with Cliff Hanks, who declared he did not have a career or job but a calling, similar to Clinton Callagari and Melissa Ortiz.

Through usage of CCT and a generative lens, the career stories of participants provided insight on the importance of career identity. Therefore understanding an individual's career identity provides insight into their career decision making process and the role the family plays in their decision to become involved with the legacy. This demonstrates how career identity was rooted in the family and careers are co-constructed by families. There were gaps in the career identity research due to major limitations and none were done on family career legacies. Ironically, the main focus of this study was on the role familial influence had on family career legacies. However, the findings signified career identity as a crucial piece in understanding the familial influence on career decisions. As a result, career identity should be studied in its own right.

Family Business and Intergenerational Careers

The study participants were all from family businesses, with some having intergenerational careers through role modeling and career patterns based on their career identity. In consideration of what makes a person want to be involved in the family business, presented responses in pressure, emotional support, role modeling, and family structure, all of which served as reasons to get involved. Though some expressed pressure, the opportunity not to be involved in the family business was always an option. Overall, it was a choice, which is what Birley (1986) found; however, pressure along

with the family structure and how the individual related to the career identity was the deciding factor in career choice.

An interesting factor that surfaced in some of the career narratives, which aligned with the literature was the introduction of how the familial influence and family business could result in negative outcomes. Tobias Callagari acknowledged the importance of religion in his family as a major part of their lives and identity; however, he stated he was not religious. Perhaps this was key in him being emotionally detached from the family. In that statement, he was making the distinction between him and his family. He felt connected to them through family values, which enacted a sense of loyalty. This could explain why he had been involved with Full Force off and on and with the steel fabrication business as well. This was consistent with the literature regarding how family businesses can be safety nets for career indecisive family members who have low career identity (Eckrich & Loughhead, 1996).

In his story, Tobias talked about being “burnt out” working multiple jobs, the same thing was experienced by Omar; thus, the family business became their refuge. He along with Omar admitted their non-aggressive, complacent approach to career decision making. This matched with Eckrich and Loughhead’s (1996) study on children of family businesses adopting the career identity of their parents, and as a result do not feel powerful in their career decision making. This was also how some of the other participants responded. It was because they experienced internal and external pressures to become involved, this was especially found in those participants who did not

complete their academic pursuits and did not succeed in a career outside of the family business.

From business succession research, it was determined individuals choose to become involved in the family business when they received ownership as displayed through the Callagari, Hanks, Winslow, Herrera, and Ortiz families because of an internal connection, early succession grooming, and delayed parental retirement. Arnaud's (2011) research findings were consistent with the findings of this study that business-owning parents functioned as role models for children, especially those who grew up working in the business. It was through their experience and the vicarious experience of their parents they decided to maintain the career legacy.

The fact that family businesses account for 58% of the American workforce, makes this topic viable (Solomon et al., 2011). Dawson and Hjorth (2012) stated more research in the area through narrative approach could provide information to the family dynamic on generational family businesses. This study provided some insight to that and from a cross-cultural perspective and the exploration of career identity.

Family Legacy

Family legacy literature provided, a better understanding of the participants' choice to contribute. A family career legacy provided a forum where individual family members could embrace their culture, connect with previous generations, gain a sense of who they are, and exchange values through the stories. Therefore the generativity of an individual was their quest to be immortalized by creating memories to outlive them and

provide a foundation for future generations. Such can be done through career stories that immortalized someone's career impact. It is through the identities associated with the stories that individuals decide to embrace, reject, or remain neutral to the family legacy, which was observed in this study. Those on the fence, like Tobias and Omar Callagari, were deciding whether to embrace or reject because they were measuring their career identity to that of the family career legacy. In essence, individuals embed themselves into their families as Hall (2003) stated.

The findings were consistent with the research on family legacies, except family career legacies focused on the career aspect of making a livelihood or providing for future generations through career experiences. People contributed to legacies because they identified and sought to make a greater impact in life as a unit and not just an individual. Knowing you not only made an impact but you are from a bloodline of change agents, creates a sense of belonging but a community that lives on through several lives in multiple generations. The participation in the legacy allowed a person to make their individual contribution on a grander scale and make a greater impact that advanced the social identity of the family and reinforced their career identity.

The study of family career legacies, takes the research on family legacy a step further because it goes beyond a set of values passed down to generations through stories and myths, but to a commitment of bettering the local community and society through one's career or calling. It is accepting your gift/natural talent/calling, developing it, and having a passion to perform it and then organizing the other given talents of individual family members to create and perpetuate a value system to live on through family

members. This in turn gives one's life meaning because their contribution to humanity is remembered and serves a purpose.

Summary

The revisit of the literature from Chapter II addressed how the findings from this study fared against previous studies in the areas of familial influence factors, career identity, family businesses/intergenerational careers, and family legacy. This study added to the literature in these four areas and provided a deeper understanding of how the familial influence affects the feelings, thoughts, and outlook of a person's career decision. **Table 2** provides a further look at the gaps this research study addressed. The topic of family career legacy has not garnered significant attention in research but proves to be a phenomenon worthy of further research for its ability to provide insight into the family value system, family structure, role models, and career identity and how these elements work together on a multidimensional level to construct careers that are purposeful and legacy worthy.

Table 2: Addressed Literature Gaps

Other Literature Gaps	How Study and/or its Findings Address Gap
<i>Shortage of research on the familial influence in career decision making of marginalized groups (e.g. internal and external factors)</i>	This study of African American and Mexican American families in this subject area lead to the finding that: 1) racially marginalized groups were more supportive of careers regardless of involvement in family business, 2) the groups interacted as community silos and sought to fight injustices and provided for others in the community that may not have the opportunity they were afforded
<i>The limited use of CCT in studying familial influence on career decisions. The limited use of postmodern career development theory in research in general and the underutilization of other theories in studying familial influence on career choice.</i>	This research studied how careers were constructed and the role of familial influence factors in this construction process. This study used CCT as part of a conceptual framework; CCT is a postmodern CD theory.
<i>Limited research on career identity & its role in career decision making.</i>	The exploration of the career stories in this research found that how the family deals with various factors have an effect on children’s self-perception & career limitations, which fuels career identity.
<i>Lack of research on the effect of the familial influence on present careers of adults.</i>	Study participants were all over 18 years of age and research focused on their familial influence in the decision making for their current career.
<i>Lack of research on family career legacies and intergenerational careers.</i>	The focus on this study was on these subject areas.

Legacy Model

This second to last section of the chapter discusses the findings from Chapter IV as it relates to the legacy model. The legacy model, as described in Chapter I, emerged from preliminary research on family career legacies. This model is a framework for how family career legacies are created, experienced, and maintained. This research study did

not set out to use the legacy model as a framework but after the data emerged, it was compared to see if the findings from a full study would render the same conclusions as the preliminary study. Therefore, this study recommends the use of the legacy model as a competency model to better understand family career legacies.

The model suggests the social cohesion between and within generations creates a constant exchange of support through stories and encouragement. Social cohesion was demonstrated in the story through participants relying on their family for career advice, support of career aspirations and decisions, and development of career identity through the family relationship and environment. The constant exchange of support between family members equates to the familial influence on career choices and decisions and through role modeling and the creation of a network. The intergenerational solidarity and ambivalence theory grounds this cohesion and sets patterns in this phase (Fingerman et al., 2013). For example, in the Hanks family, Trey Hanks considered himself to be blessed because of the foundation his family had established. The stories told by his father Cliff and other family members from other generations conveyed the journey in establishing this foundation, which exemplified this type of social exchange. In another example, as children, Melissa Ortiz and her cousins had to read the newspaper with their grandfather before they could play. As a group, he would quiz them on what they read and this embedded a habit of staying abreast of current events and increased family interaction with the discussion of said events.

The family's social cohesion then affects the family social capital. In alignment with Seibert et al. (2001), social capital in the legacy model is the creation of a social

structure, which is consistent with the literature on family structure and how family structure was illustrated in this study. The family value system and beliefs are nurtured and imparted to generations. Because of the closeness of the family, families begin to co-construct the values necessary in their careers and the business. “The way a family builds these values is through trust and respect” (Dippel, 2002, p. 28).

The construction of a value system was illustrated in the Hanks family with how Rudy Hanks told the story to Clifford about how to treat employees during a layoff, which are ultimately the set of values the Hanks family abides by today. The story told by Rudy, was passed down through generations and provided a structure for how the family was to govern themselves. Cliff documented this system in the books that he authored, intentionally to ensure his grandchildren and future generations understood the value system. Cliff’s actions showed a pattern of family values and the story was told in the facet of business and career. This was significant in building family values that included the element of business and how to treat employees, which is another pattern of career experiences. These actions were demonstrative of generative thinking for career and entrepreneurship, business leadership, and community involvement.

When asked about the family interaction rules, Theo Hanks immediately mentioned the values he instilled in his children. Throughout the interview, Theo’s son, Elvin frequently referred to education as one of the main values of the family. He specifically mentioned being involved with the community and being a tightly knit family over 13 times. Chope (2006) identified the family structure as the center of social

capital, which can be studied through instruments, such as the career-o-gram and family career genogram (Lara, 2007).

The third component to the model is social identity theory, which Lewis (2011) defined as the maintenance of a distinction by a particular group. This is where family members make meaning of their family career legacy experience and how they will contribute to it in an effort to perpetuate the legacy within their community and distinguish their value system and their family business from others. In the Winslow family, Carl Winslow demonstrated a uniqueness of his family through his prideful statements of his grandmother studying under pioneer Madame CJ Walker and being a successful female entrepreneur during an oppressive time period. He boasted his family's accomplishments were "astronomical" because of them being the first cosmetology school in Texas and still a viable competitor in the state, despite the influx of corporate-owned schools. This was an example of social identity, by having the need to associate with family because of a distinguishing characteristic.

Regarding the Hanks family, Elvin Hanks described moving back to Brenham from Houston as a way to make a greater community impact because of his family's reputation in the town. He proudly stated "Banking to my family is so much stronger than banking to probably 95% of families out there because of the legacy that is here 'cause of the family that is here." In the Jones family, Todd Jones differentiated his family's funeral home from others by dispelling the negative connotations that came with being involved in the funeral business. These examples follow the presented legacy model because it is the social identity created from the social capital. These two theories

set the foundation of the family values and this is consistent with the Jones brothers' (Todd and Jordan) statement on continuing the legacy of their father's, Richey Don, career reputation. Therefore, the social identity goes into the intergenerational solidarity and exchange as a harbor for family interaction for future generations. This results in exactly what the Jones brothers hope for their children.

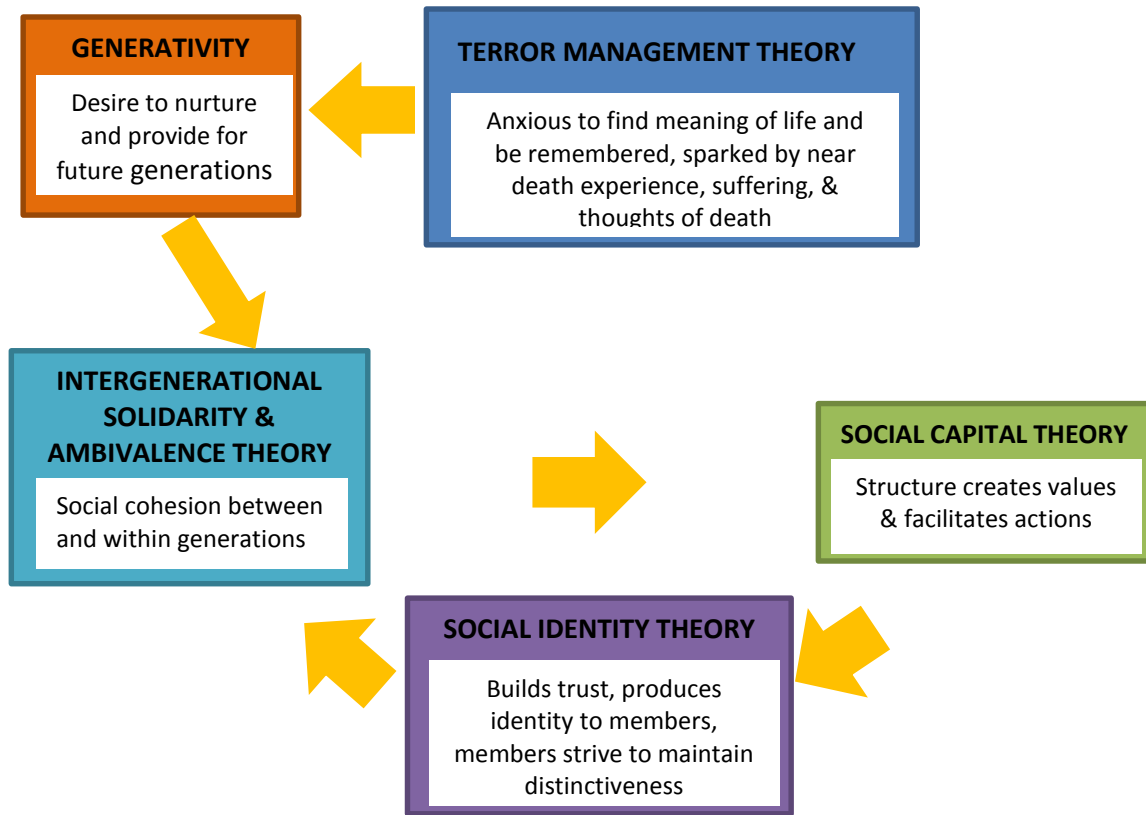
Furthermore, families determine how, through their individual career contributions, they will perpetuate the legacy for future generations; a maintenance leading back to the intergenerational social cohesion and support exchange. For the Hanks family, Trey Hanks was groomed by his father to be Vision Bank's president. Throughout his career he worked with other organizations to gain the knowledge and experience to bring back to Vision Bank. Now as president, he and his father Cliff are planning Trey's son's entry into the bank through the stories and experiences they are sharing with him as a child. For the Winslow's, Harriet Winslow expressed several times the pride she had, marrying into the third generation, with being associated with the accomplishments of the family business. This was representative of social identity and her goal to pass on the Winslow value system and encourage future generations to follow in her footsteps. This example of social identity feeds back into the legacy model with the intergenerational solidarity and ambivalence theory.

The data from this study also brought to light another facet to be added to the model to better understand why legacies are created, which was revealed through this study's generative lens. Participants expressed a need to provide for future generations, be immortalized, make an impact in their communities through activities and

compassion, and perpetuate a particular set of values. As demonstrated by the Herrera family, their legacy was created in response to a disruptive event experienced by Armando Herrera, who was not able to get a loan because of his ethnicity. This could have been the case for some of the other first generation members of families in this study; however, most of them were deceased at the time of the research. I can imagine this was the case for the Winslow family as Madame Crawford was a Black woman in an era where women had limited job opportunities and Blacks had limited freedoms due to oppressive and discriminatory circumstances. In response of the disruptive events, like the passing of his wife and 9/11, in the Callagari family, Clinton Callagari started his martial arts business. Situations such as those experienced by Armando, Madame Crawford, and Clinton became the primary reason for making generative career decisions, which may be best explained through terror management theory. This theory posits a person's near death experience or exhaustion of challenging experiences drives them to create a better life for their loved ones (Becker, 1973). Figure 9 provides another look at the legacy model with this new finding inserted.

Therefore, research on what events cause a person to approach careers with the intent to create a family career legacy and further research on the relevance of the legacy model when studying family career legacies is needed. Also, an analysis of how the legacy model could be applied to fields and areas outside of the family unit would be interesting, especially in applying the legacy model to organization development, family counseling, and community development.

Figure 9: Legacy Model Option



Model developed by Porscha Jackson (2014)

Implications

This study has implications for academic research and practical purposes, mainly in the field of HRD but other fields as well. Though this research was centered on the family dynamic, it provided insight and information that could cross disciplines and assimilate into issues regarding organizations. Families are systems just like organizations. Furthermore, because this study looked at the family business, which is an

organization, the data is easily transferable to understanding how this study, in the area of HRD, can assist in organizational development, career development, and training and development, through assessing organizational dynamics, providing interventions to achieve career goals, and providing ways to train and prepare employees for enhanced performance, respectively.

The values of families should be the same for organizations who are comprised of individuals who have acquired values from their families and now lend their skillsets to advance an organization. In essence, an organization is a reflection of the values of its employees who have founded and served in various capacities. Schneider (1987) said the person makes the place, meaning employees determine the culture and reputation of the organization as it cannot exist without people. What this study implicates, is the same principles are important for the family as the organization (Dippel, 2002). If this is so, HRD practitioners should understand the same family principles are true for organizations. The values organizations have should be communicated through training and development efforts and policies and procedures. Additionally, the employee's values should align with the organization's values, this is especially crucial in the recruiting and hiring processes. Also, understanding a person's career identity can better determine employee fit in the organization and possible career development interventions and training opportunities. From the focus of this study, career development efforts can be enhanced through postmodern interventions that focus on the career influences and goals of the individual.

From another perspective, what studying family career legacies teaches is how people can find purpose in their careers by thinking generatively, with a focus to leave a legacy. If more people would approach their careers like this from the standpoint of wanting to leave a positive reputation behind, organizational performance could be increased. Given the 21st century workforce is a new creature that thrives on employees who are engaged in their own career development and requires employees to have entrepreneurial skillsets to be able to perform multiple tasks in a decentralized organizational structure, career development implications from this study are significant. This builds on the same concept of boundaryless and protean careers. Moreover, since employees are now seeking ways to have meaningful careers and make an impact (Feller & Whichard, 2005) having career development interventions focus on legacy creations or purposeful careers could lead to a more focused workforce, with social responsibility to better their communities, families, and themselves. Essentially, having a career of purpose, equates to personal fulfillment and employees who are happier and in control of their careers.

The intent of this study was to determine how family career legacies could implicate career development interventions that would assist in creating a more focused workforce in the 21st century. The rest of this chapter addresses this study's implications for theory, practice, and other disciplines. Following these implications, a summary of the limitations of the research and recommendations conclude this dissertation.

Research Implications

This study's implications for research were centered on CCT because it served as the theoretical framework for this study and it is a postmodern career development theory. CCT helps to understand and identify how to counsel and develop career plans, which ultimately contribute to the organization. The implications for research are as follows:

- This study's use of CCT for understanding family career legacies added to the body of research on the utilization of postmodern career development theories through narrative analysis. This provided greater insight into how career stories contain multidimensional levels of a participant's identity, career aspirations, skills, value system, motivation, and work ethic. The use of narratives allowed for reflection of career experiences and provided a window into what interventions may be necessary to help an individual. Additionally, it opens the door to a variety of career related issues that require further research, such as: the effect of race and SES on career decisions, career succession planning, role modeling, and career identity.
- This study, through the use of CCT and the generative lens provided insight on how research on career identity and family career legacies has promise to assist in the improvement of organizational performance, person-organization (P-O) fit, personal career development, and career development interventions, systems, and efforts on personal and organizational levels.

- Lastly, family career legacies is a multi-faceted topic and with the legacy model, this phenomenon is better understood from an operational standpoint. This competency model blends together aspects of other disciplines and focuses on the importance of the familial environment on career development and decision making. Because the legacy model is an emerging model, it presents opportunity for additional research.

Practical Implications

The primary suggestion this research makes for HRD practitioners is to rethink how career development interventions are applied to provide optimal service and purpose to employee/clients/individuals. Postmodern career development interventions that consider the personal aspects of the individual and how they construct their careers, self-concept, career identity, and speak to the core of who a person is and aspires to become, will be the guiding light to a career worth meaning and purpose. Career development efforts should yield permanent and worthwhile results; otherwise it will be like cutting a garden weed from the ground up and expecting it to disappear. We must attack career development at its roots if we want permanent change; otherwise, it is not development, it is disservice. Therefore, career development efforts facilitated by HRD practitioners, career counselors, and other professionals must get to the root of an individual's career identity and understand the familial factors of influence in order to apply appropriate career development interventions that involve individuals in their own development and learning and ascends them to their next journey with meaning and purpose. If not, ignoring the familial influence and career identity on career decision

making is like preparing individuals for 20th century careers in a 21st century workplace.

Therefore, this study lends to postmodern career development interventions that focus on subjectivity of a person's experience and involves the person's view instead of an objective measure of skills and personality to determine the best intervention(s) suited for them. It calls for career practitioners to use narratives as career assessments and interventions for development of clients' stories, where they can articulate themselves through storied format instead of traditional assessments centered on traits.

What this research suggests is HRD professionals need to help individuals find purposeful careers by understanding their prior experiences, future aspirations, and influences involved in the construction of their career. As such, this study demonstrated participants wanted to be a part of the family career legacy because it allowed them to make impact as an individual and collective, provided role models, a support system, and a reliable professional network, gave them a sense of belonging and community, permitted them to explore different aspects of the career, prepared them for growth within the career/organization, and maintained a non-threatening work environment. Therefore, understanding how people come to create, experience, and maintain a family career legacy and how their familial influences affected their career decisions, provides insight into how HRD practitioners can help employees construct meaningful careers by incorporating their values in their job duties, fulfilling spiritual callings, developing their skillsets to reach their goals, and helping them, through their talents, to maintain the organization's legacy.

Cross-disciplinary Implications

This research study provided implications in the area of HRD, specifically career development. However, the findings yielded implications for the fields of career counseling, family business management, organizational psychology, family counseling, and community development. In the family and community development role it can provide insight on what is needed to help marginalized families develop themselves. From a counseling perspective, the use of career stories helps to provide a deeper understanding of a person's story, perception, and environment to identify their values and how they can select interventions to appropriately address their unique experience and accomplish goals. Lastly, it provides insight on how family businesses can better manage and develop family staff and create a family career legacy.

Limitations

The primary limitations of this study are as follows:

- **Sample size**-The study only focused on six families, with some families only having one member interviewed. Being able to interview more family members involved in the legacy could have provided more insight and different perspectives. An additional amount of participants, though equal number racially for this study, is needed to make a comparison between the races.
- **Ethnicity/Race of families**-There was an equal amount of participants of the three racial groups; however, other prominent American ethnic groups were not considered. Additionally, more families of each race were needed to do an accurate comparison on the effect of race in this area.

- Careers-Though certain careers were not selected for this study, traditionally family oriented careers, such as farmers, could have provided a richness and different perspective to the study.
- Gender limitation-Most of the participants were male.
- Lastly, all generations were not interviewed and family members that were not part of the legacy were not interviewed. Interviewing these missing parties, especially the latter could have provided greater insight to understanding the family career legacy from the perspective of those no longer involved and those who refused to be involved in the legacy or family business/career.

Recommendations for Future Research

Considering the literature gaps, findings, research and practical implications, and study limitations, the following are recommendations for future research in this area.

- Research on the burdens and pressures of the familial influence and the impact of negative familial influences.
- Why certain family members choose not to be involved with the family career legacy.
- Empirical studies on marginalized groups not only in America but also in other countries, especially those in developing countries where career options have societal limitations and conditions are constrained. This could provide a wealth of knowledge about this influence and role the environment and other external factors play in career decisions.

- Research focused specifically, on what life or career events caused a person to approach careers with the intent to create a family career legacy.
- Further research on the relevance of the legacy model when studying family career legacies is needed. Also, research testing how the legacy model can be applied to fields and areas outside of the family unit would be interesting, especially in applying the legacy model to organization development, family counseling, and community development.
- Research of family career legacies in the same career field to make a detailed comparison.
- Research on other types of legacies in other professions, such as farmers and those acclimated in religions, such as Amish, Mormon, and Conservative Baptist would render rich data.

Conclusion

Dippel (2002) declared, “We change society with each generation by what we pass down. We convey the values we most value and respect and those are the values we teach” (p. xxvi). This quote is the underlying assumption of this study designed to understand the nature of family career legacies from the career stories of individuals active in a family business or intergenerational career. Through the exploration of four areas of literature, this study addressed gaps in research limitations in career identity, family career legacy, familial influence of adults, and the construction of careers through the use of postmodern theory. The findings suggested families, especially parents, have the most influence on career decision making and the family structure is the greatest

factor in this influence. Therefore, family career legacies were created, experienced, and maintained through career experiences of role modeling, a sense of belonging and community, and a desire to continue the legacy. Through an emerging competency model, we learn families serve as co-constructors in careers by building value systems, setting career and academic expectations, cultivating identity for individuals, and providing a legacy for future generations to succeed in life and the workforce. Essentially, these families are developing members to perpetuate the family's value system, through their careers, with the intention of maintaining a legacy.

What this study demonstrates is regardless of one's association in a family career legacy, the approach to having a meaningful career begins with wanting to make an impact. In a time where people are searching for purpose, organizations are seeking multitaskers in control of their careers, and the community is demanding social responsiveness, the importance of having a strong value set and a good reputation is necessary for success in the 21st century workforce. This study provided a deeper understanding of how significant the family is to an individual's career development and how postmodern career development theories and interventions can lead one into finding their purpose and approaching their careers with a legacy mindset.

Thus, if one has the mindset of how they can achieve a career legacy they want for themselves, then their organizational performance is improved because their working for a greater cause that is generative in nature. Like one of the study participants stated regarding his family career legacy, "if people are still talking about you decades after your death, then you know you were productive during your time on earth". Therefore,

it is through your works, purpose, and calling, that you can make your community and the world a better place for the next generation. Isn't that the purpose of life?

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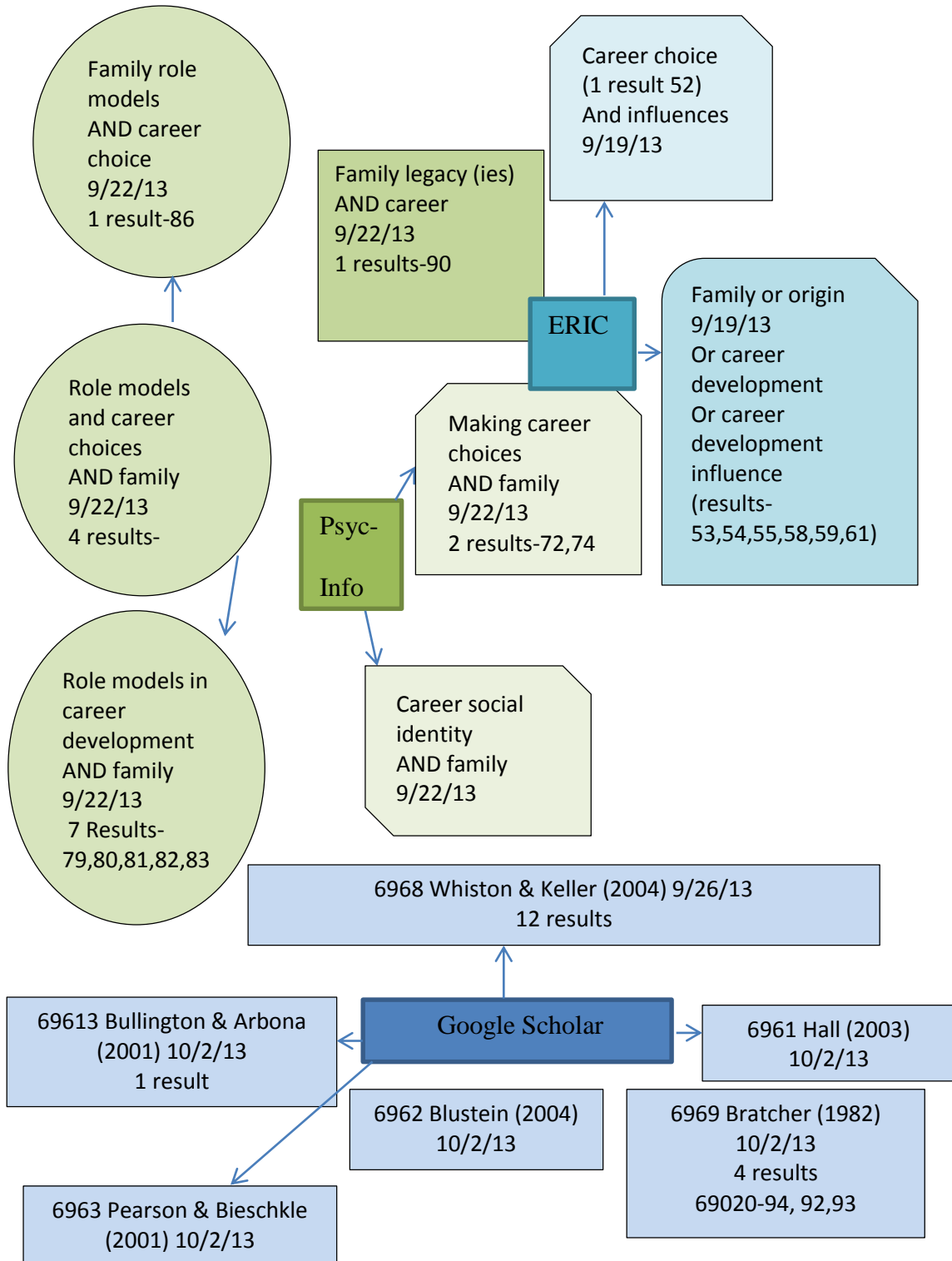
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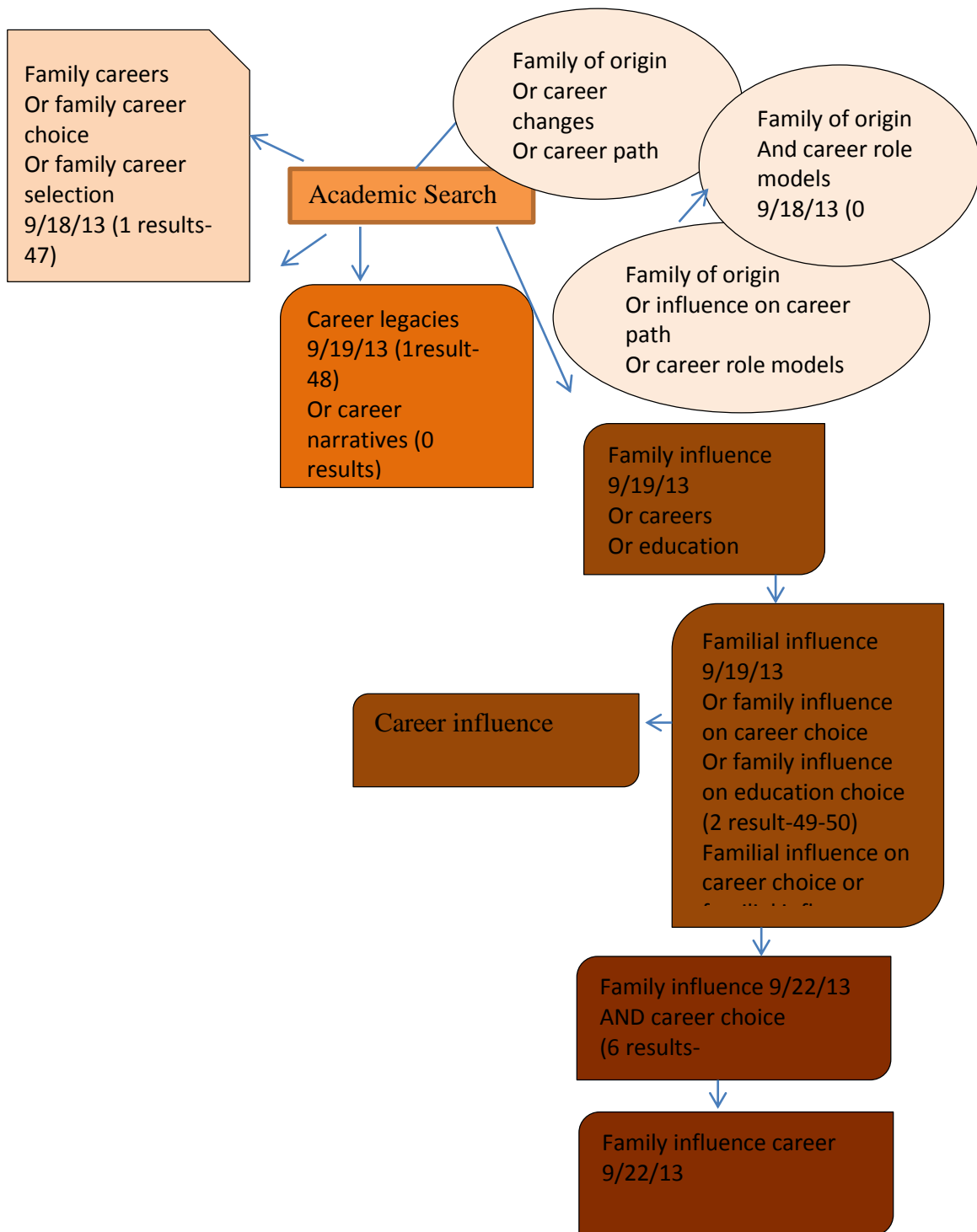
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APPENDIX A





APPENDIX B

Careers are a Family Business: A Look into Family Career Legacies

IRB2013-0414

Verbal Recruitment Script

Hello, may I speak to _____.

Hi Mr./Mrs./Miss _____. My name is Porscha Jackson and I am a doctoral student at Texas A & M University conducting research on family career legacies. I was made aware *of your involvement in your family business or that you have selected the same career path/field of other members for your family*. I would like to invite you to participate in a study to understand the nature of familial influence in career decisions. The study involves a one hour interview.

May I send you an email with further information about this study to help you decided whether or not you would like to participate?

If yes: May I have your email address? You should receive an email from me in the next hour. I look forward your response. Have a wonderful day!

If no: Thank you for your time. Have a wonderful day!

Recruitment Email

Hello _____.

My name is Porscha Jackson and I am a doctoral student at Texas A & M University conducting research on family career legacies. I was made aware *of your involvement in your family business or that you have selected the same career path/field of other members for your family*. I would like to invite you to participate in a study to understand the nature of familial influence in career decisions. The study involves a one hour interview.

Attached is more information about this study to help you decided whether or not you would like to participate. If you would like to participate, please respond to this email with the time and date of your availability as noted below.

Interview Dates & Times: (Dates and Times will be decided once IRB approval has been given)

If you have any questions, please feel free to contact me at porschaj@tamu.edu. Thank you.

Sincerely,
Porscha Jackson
Doctoral Student-Human Resource Development
Texas A&M University
porschaj@tamu.edu
Attached:

Texas A&M University Human Subjects Protection Program Information Sheet



IRB NUMBER: IRB2013-0414D
IRB APPROVAL DATE: 06/09/2014
IRB EXPIRATION DATE: 06/01/2015

APPENDIX C

TEXAS A&M UNIVERSITY HUMAN SUBJECTS PROTECTION PROGRAM INFORMATION SHEET

Project Title: Careers are a Family Business: A Look into Family Career Legacies

You are invited to take part in a research study being conducted by Dr. Larry Dooley, a researcher from Texas A&M University. The information in this form is provided to help you decide whether or not to take part. If you decide you do not want to participate, there will be no penalty to you, and you will not lose any benefits you normally would have.

Why Is This Study Being Done?

The purpose of this study is to understand the nature of familial influence on family members that enter the same career field or path as other family members.

Why Am I Being Asked To Be In This Study?

You are being asked to be in this study because you are actively involved in a family business or have chosen the same career path/field as other members of your family.

How Many People Will Be Asked To Be In This Study?

Twenty people (participants) will be invited to participate in this study locally. Overall, a total of 20 people will be invited at multiple study centers.

What Are the Alternatives to being in this study?

No, the alternative to being in the study is not to participate.

What Will I Be Asked To Do In This Study?

You will be asked to provide honest answers to interview questions regarding your decision to select your career path and/or become involved with your family business. Additionally, during the interview, the researcher will complete a career-o-gram, a family tree that documents your family career history. At the conclusion of the interview, you will be asked to verify the completed career-o-gram for accuracy.

Your participation in this study will last up to one hour and includes one visit. Please note that it is mandatory for the entire interview to be audio recorded for accuracy purposes. You will have the opportunity to review the interview transcript of your interview for any errors or corrections.

For Example:

This visit will last about 1 hour. During this visit you will be asked a series of career related questions. Additionally, at the conclusion of the interview you will be asked to review your family's completed career-o-gram, which will be completed by the

researcher, for accuracy. The interview will be audio recorded for ensure the accuracy of your answers during the interview.

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Are There Any Risks To Me?

The things that you will be doing are no greater risks than you would come across in everyday life. Although the researchers have tried to avoid risks, if you feel that some questions that are asked of you are stressful or upsetting, you do not have to answer anything you do not want to.

Will There Be Any Costs To Me?

Aside from your time, there are no costs for taking part in the study.

Will I Be Paid To Be In This Study?

You will not be paid for being in this study.

Will Information From This Study Be Kept Private?

The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that might be published. Research records will be stored securely and only Dr. Larry Dooley and Porscha Jackson will have access to the records.

Information about you will be stored in a locked file cabinet and computer files protected with a password.

Information about you will be kept confidential to the extent permitted or required by law. People who have access to your information include the Principal Investigator and research study personnel. Representatives of regulatory agencies such as the Office of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program may access your records to make sure the study is being run correctly and that information is collected properly.

Information about you and related to this study will be kept confidential to the extent permitted or required by law.

Who may I Contact for More Information?

You may contact the Principal Investigator Larry Dooley, PhD, to tell him about a concern or complaint about this research at 979-845-5300 or l-dooley@tamu.edu. You may also contact the Protocol Director, Porscha Jackson at 713-248-5021 or porschaj@tamu.edu.

For questions about your rights as a research participant; or if you have questions, complaints, or concerns about the research, you may call the Texas A&M University Human Subjects Protection Program office at (979) 458-4067 or irb@tamu.edu.

What if I Change My Mind About Participating?

This research is voluntary and you have the choice whether or not to be in this research study. You may decide to not begin or to stop participating at any time. If you choose not to be in this study or stop being in the study, there will be no effect on your current status.

By participating in the interview you are giving permission for the investigator to use your information for research purposes.

Thank you.

Larry Dooley, PhD

Participant Name: _____

Participant Signature: _____

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IRB NUMBER: IRB2013-0414D
IRB APPROVAL DATE: 06/09/2014
IRB EXPIRATION DATE: 06/01/2015

APPENDIX D

Careers are a Family Business: A Look into Family Career legacies IRB2013-0414

Interview Protocol

We will begin the interview. As explained, the interview will be audio recorded for accuracy purposes for the write-up of the research study. If there is a question that you would not like to answer, please let me know and we will skip it. You are not under any obligation to answer any question that you don't want to. Shall we begin?

1. Describe how you got into this business or selected this particular career.
2. Describe your career path from your first job to the present and what you do now. Including any other jobs, hobbies, or philanthropic activities.
3. Who were your role models growing up?
4. What do you hope to leave for the next generation?
5. What kind of career-related information did your family provide?
 - a. Did your family help you generate different possibilities and new experiences?
 - b. What alternatives did the family suggest regarding schools, training, or careers? How did these affect you?
6. What family traditions or legends existed?
7. Was there any "focused guidance," a tendency to push you in a direction more reflective of the family's interests than yours?
8. What type of emotional support did your family provide?
 - c. How certain were you that emotional support would be available, no matter what?
 - d. Did the family take a hands-off but supportive approach?
9. Were you concerned about the impact of the career choice on the family?
10. What disruptive family events affected you or other members of the family?
11. What family patterns exist?
12. Which family members had a clearly formed work identity?
13. Which family member did you most admire?
14. Whom did you identify with?
15. Whose career aspirations are most similar to your own?
16. Which person was most influential in the creation of your own career identity?
17. What pressures do you feel when you compare yourself with your family?
18. What were the dominant values in the family?
19. Are there any family myths that transcended generations?
20. Are there any pressures that emanate from "unfinished business" in the family?
21. What family interaction rules have been passed along?

22. What pressures does each family member observe with regard to decision making and economic status and position?
23. What is the meaning of success?
24. Recall your earliest career ambition.
25. How old were you when you developed this goal?
26. What important people in your life encouraged or discouraged you in this pursuit?
27. What aspects of this career most appealed to you?
28. What were your chances of obtaining this position?
29. What did you think you would have to do to attain this goal?
30. Was that choice similar to that of other people in your culture?
31. What messages did you receive as a male/female about your career choice?
32. How powerful did you consider yourself in making career decisions?
33. What was going on in the world around you when you made that choice?
34. How did this affect your daily life?

Thank you so much for your time. This interview will be transcribed and sent to you to verify that what you said and meant were understood in the right context. Thanks again and have a good day!



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