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From Family Successors to Successful Business Leaders:

A Qualitative Study of How High Quality Relationships Develop in Family Businesses

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Abstract

Little attention has been given to the role of interpersonal relationships in building the leadership skills of next-generation successors, with most literature focusing on the development of their business and technical skills. Drawing on Leader-Member Exchange (LMX) theory, we qualitatively explore how high-quality relationships develop between next-generation leaders and family and non-family stakeholders and how they impact leadership development. Findings from interviews with 24 next-generation leaders of family businesses in India show that high-quality relationships develop through mutual respect, trust, early affiliation with the business, mentoring, and mutual obligation. By exploring how high-quality relationships develop between next-generation family business leaders and family and non-family stakeholders, we contribute to a finer-grained understanding of successful intergenerational succession in family businesses. We also contribute to LMX theory by considering networks of relationships (and not just dyadic relationships) and by identifying two antecedents that are specific to family businesses (early affiliation with the business and mentoring) to the previously identified ones (trust, mutual respect, and mutual obligation).

Keywords: High-Quality Relationships; Leadership Development; Next Generation; Family Business; Transgenerational Family Business.

Introduction[1]

The effect of intergenerational succession on family business survival and performance has historically spawned much debate in extant literature (e.g., Calabrò et al., 2018; Daspit et al., 2016). For every study outlining the benefits of succession for family firms' prosperity across generations (Royer et al., 2008), there are others showing that family firms underperform with family leadership beyond the founding generation (Bennedsen et al., 2007; Chittoor and Das, 2007) or even disappear (Le Breton-Miller and Miller 2015). A plausible cause is that next-generation successors are not always adequately prepared to assume the leadership role, making leadership development of the successor one of the critical determinants of family firm sustainability across generations (Daspit et al., 2016; Kansal, 2012; Sharma et al., 2012). Previous literature has traditionally focused on the development of the business and technical skills of successors (Deans et al., 2006; Dhaenens et al., 2017; Ferris et al., 2009), with gradual expansion to investigating the role of high-quality relationships in developing leadership of next-generation family members (Sharma et al., 2012). Particularly, developing high-quality relationships between the successor and various stakeholders in the family business has been intricately linked with preparing next-generation successors to succeed in their leadership role (Bika et al., 2019; Le Breton-Miller et al., 2004; Mokhber et al., 2017). For example, Raaja Kanwar, Vice Chairman and Managing Director of Apollo International Limited – a family business operating in India – attributes a large part of his success as a leader to the high-quality relationships he built with his father and with other family and non-family stakeholders who provided much needed guidance and support when he assumed the leadership role (PwC, 2019).

[1] The authors are grateful for the constructive feedback of the Editor, the Associate Editor, the Reviewers, and the participants in the 3rd International Family Business Research Forum (IFBRF) held in Vienna in 2017, where this paper was first presented.

However, despite apparent consent on the importance of building high-quality relationships between the successor and various firm stakeholders for effective leadership development, for performance, and/or survival over time, the antecedents leading to this phenomenon have received scant attention in existing literature. Understanding the antecedents that lead to high-quality relationships around potential next-generation leaders can help them build such relationships from an early point in their lives, which can be vital for their leadership development. Moreover, most studies have solely focused on high-quality relationships between family members leaving aside those with non-family stakeholders. This shows an incomplete picture of how such relationships can be forged to develop next-generation leaders, given that the management team is often composed by family and non-family members (Klein and Bell, 2007), who may also play a critical role in such development.

To address this gap, we qualitatively explore the following research question: how do high-quality relationships develop between next-generation family successors and family and non-family stakeholders in family businesses? We purposefully chose to conduct our research in India, because it provides a collectivist and patriarchal societal context where intimate relationships are highly valued (Mendonca and Kanungo, 1996) and can therefore strongly affect leadership development of successors. Findings from our qualitative study revealed that high-quality relationships have five key antecedents that are mutual respect, trust, early affiliation with the business, mentoring, and mutual obligation, all of which allow successors to develop high-quality relationships with different family and non-family stakeholders, contributing to their development and success as leaders.

Our study makes several contributions to research and practice. Whereas previous studies have focused on the vital role of high-quality relationships in leadership development and in determining successful successions (Le Breton-Miller et al., 2004; Mokhber et al., 2017; Ramachandran and Bhatnagar, 2012), we shed light on how high-quality relationships develop

between successors and different (family and non-family) stakeholders in family businesses, therefore contributing to Leader-Member Exchange (LMX) theory by contextualizing its predictions (Boyatzis, 2016) in the family business context. Specifically, we show that in addition to trust, mutual respect, and mutual obligation, which LMX characterizes as being key for the development of high-quality exchange relationships (Graen and Uhl-Bein, 1995), two further dimensions emerge in family businesses, namely early affiliation in the business and mentoring. Second, we respond to calls for contextualizing family business studies (Samara, Jamali, and Parada 2019; Wright et al., 2014) by focusing on India, which is a unique context for family business research given its patriarchal and collectivist societal features (Kansal, 2012; Ramachandran and Bhatnagar, 2012). In such contexts, relationship skills are often as critical as, if not more than, technical skills in determining who will successfully occupy the CEO suite (Ramachandran, 2017; Samara and Paul, 2019), hence emphasizing the importance of understanding better the antecedents that can help successors develop high-quality relationships with various firm stakeholders. For practitioners, we identify key processes that can help build and maintain high-quality relationships around potential next-generation leaders from an early point in their lives, which can be vital for their leadership development and can be a source of competitive advantage leading to family business prosperity across generations.

In the following sections, we review the literature around high-quality relationships and introduce our theoretical framework. Then we illustrate our methodology, justifying our choice of case study methodology, introducing the Indian context, and presenting our sampling, data collection, and data analysis. Following this, we present our findings and suggest propositions. Finally, we discuss our findings and illustrate the practical contributions of our study, limitations, and avenues for future research.

Literature Review and Theoretical Framework

Literature Review

Relationships are those ties that individuals forge with other people with whom they interact in different ways, in different moments in time and in different contexts. In family businesses, relationships are considered a vital source of social capital, creating organizational value (Day, 2000; Mokhber et al., 2017). Social capital is defined as the unique bundle of resources that are available through or derived from the individual or the organizational social network (Arregle et al., 2007). Social capital is crucial for family firms, in both of its forms – the family's and the firm's (Arregle et al., 2007; Herrero and Hughes, 2019) – as it contributes to developing unique goals, resources and governance structures (Zellweger et al., 2019) as well as sustained competitive advantage (Hoffman et al., 2006). Indeed managing and especially transferring this critical resource is a significant and challenging activity (Steier, 2001).

Because they are rooted in this social capital, social relationships in family firms differ from those in non-family firms because of the owning family's structural, cognitive, and relational embeddedness in the firm (Bird and Zellweger, 2018), which creates idiosyncratic forms of communication, time horizon and so on (Zellweger, 2017). If effectively exploited, relationships emerging from this form of capital will result in developing close interpersonal bonds (Le Breton-Miller and Miller, 2015), loyalty, shared values, and affection (Gomez-Mejia et al., 2011), thus leading to common goals and purposes in both the business and family spheres. This harmony among family members fosters information sharing, knowledge transfer, and trust (Le Breton-Miller and Miller, 2015).

Such high-quality relationships around next-generation family successors have been shown to foster commitment and develop leadership abilities in these individuals (Le Breton-Miller, 2004 ; Mokhber et al., 2017; Ramachandran and Bhatnagar, 2012). Conversely, low-quality relationships can threaten family business prosperity across generations (Habbershon et al., 2003; Lansberg, 1999), impacting negatively on shared norms and values and thereby on

the knowledge sharing process (Woodfield and Husted, 2017). Lansberg (1999) shows how low-quality relationships between generations, in the form of family rivalry, can reduce the willingness of the senior generation to pass on knowledge gained from experience to the incoming generations, leading to loss of valuable knowledge resources at firm level. At the same time, Dhaenens et al. (2017) show how the unique high-quality relationships in family firms can foster commitment among the next generation, and Morris et al. (1997) discuss how these relationships can be essential for successful leadership transitions.

Leader-Member Exchange Theory

Derived from social exchange theory (e.g., Daspit et al., 2016) and adapted to understand leadership development, LMX takes a relationship approach to leadership development. LMX considers the dyadic relationships between leaders (or managers) and members (or subordinates), that are based on trust, respect, and mutual obligation – as essential for developing high-quality relationships, leading to leadership development (Graen and Uhl-Bein, 1995; Graen et al., 1970).

Conceived as dyadic relationships between a manager and a subordinate (Boies and Howell, 2006; Wat and Shaffer, 2005), high-quality relationships are characterized by exchanges of resources that go beyond what is included in the formal contract, with subordinates being granted greater responsibility, support, and encouragement (Boies and Howell, 2006; Wat and Shaffer, 2005). In earlier work, interpersonal relationships were considered to help in the development of leadership when they are of high quality because subordinates are more likely to be delegated relevant and constructive tasks rather than meaningless ones (Graen and Scandura, 1987; Graen and Uhl-Bien, 1991; Schriesheim et al., 1998). More recently, high-quality relationships have been shown to transform human capital into social capital, thereby generating a competitive advantage for organizations through developing strong and meaningful relationships around future leaders (De Carolis and Saparito,

2006), thus contributing to their development as leaders. For example, high-quality relationships enhance psychological safety in the workplace, which facilitates effective learning from failures (Carmeli and Hoffer Gittell, 2009). Relationships are described as being of high quality when there is (1) reciprocal respect for the capabilities of the other, (2) the anticipation of deepening reciprocal trust with the other, and (3) the willingness of both people to exert extra effort, take personal initiative, and take career risks to accomplish goals (Graen, 1989), also labeled as mutual obligation. Finally, there is an expectation that this interacting obligation will grow over time as exchanges and the relationship blossom (Davis, 1997; Graen and Uhl-Bein, 1995).

In family businesses, high-quality relationships constitute a particular type of resource, one that is based on social interactions, norms of reciprocity, repeated interactions, and social structures (Daspit et al., 2016; Štangej and Škudiene, 2016). Since incoming leaders interact with family and non-family members that have had a long history with the business, high-quality relationships develop between individuals who share a connection that transcends a formalized hierarchical relationship (Štangej and Škudiene, 2016). Building on the above, the nature of relationships between next-generation successors and firm stakeholders can be a critical element for leadership development of next-generation successors. Berrone et al. (2012) describe how the social relationships in family firms provide social capital through trust, feelings of closeness and reciprocal bonds that can benefit the firm. However, there is scant knowledge on how these relationships develop in a family business context where relationships span a web of internal and external stakeholders.

High-Quality Relationships in the Indian Context

The development of high-quality relationships around successors becomes essential when considering family firms embedded in cultures characterized by collectivism and patriarchy, such as in India (Saini & Budhwar, 2008). Research indicates that family firms

embedded in collectivist cultures are expected to have a greater level of solidarity and cohesion among members of the extended family (Chakrabarty, 2009; Samara et al., 2019) and other in-group members (Samara and Berbegal-Mirabent, 2018). In collectivist cultures, strong interpersonal relationships are expected, and failure to meet this norm can lead to negative ramifications in the family and the business sphere (Samara and Berbegal-Mirabent, 2018; Sharma and Manikutty, 2005). The importance of relationships extends to a web of family business stakeholders, such as senior managers and other junior employees. If high-quality relationships are developed between family members and non-family employees in the business, this can mitigate in-group/out-group fault lines that might occur between family and non-family employees (Sharma and Manikutty, 2005; Yu et al., 2019), therefore creating a supportive environment where leaders can be nurtured and developed.

When combined with collectivism, patriarchy adds another important layer when discussing high-quality relationships in family businesses. The patriarch, traditionally the father, makes all critical decisions in the family and the business and will be the person responsible for choosing the successor. Studies in the western context show that birth order, gender, and even bloodline are not primary considerations in choosing the successor (Chrisman et al., 1998); however, patriarchs usually resort to primogeniture when it comes to determining the next-generation leader, which highlights the importance of understanding the antecedents leading to high-quality relationships being developed around the annotated successor (Kansal, 2012; Mendonca and Kanungo, 1996; Ramachandran, 2017; Sharma and Rao, 2000).

Methodology

As our study involves the examination of complex phenomena such as relationships, we adopt a qualitative approach to allow for a rich understanding (Yin, 2009) of how high-quality relationships develop between potential next-generation leaders and family and non-

family stakeholders as well as their impact on leadership development (Bhawuk, 2008; Ferris et al., 2009; Nordqvist et al., 2009).

In order to develop our sample, we followed Chua et al. (1999, p. 25) by defining a family business as: "A business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families." We chose this definition as it clearly accounts for the family's conscious decision to maintain family control across generations, therefore, highlighting the importance of leadership development of potential next-generation successors.

Case Study Approach

We opted for an inductive and interpretive approach that is suitable for theory building (Nordqvist et al., 2009) and has been used by family business scholars in similar intergenerational studies examining complex social interactions (e.g., Jaskiewicz et al., 2015). We aimed for a multiple case study approach because we sought to provide a stronger base for the explanation (De Massis and Kotlar, 2014) of the still underdeveloped topic of high-quality relationships and leadership development in the family business field. Further, using multiple cases allowed us to make comparisons and find either similar patterns in several cases and/or idiosyncratic characteristics (Yin, 2009). Multiple case studies provide a stronger base for theory building as opposed to single case studies, which, while equally important, provide a detailed description of a particular phenomenon (Siggelkow, 2007; Yin, 2009). We used multiple cases which helped us understand whether our findings were replicated by several cases or merely distinctive to a particular case. A study with even as few as three cases can give four times the analytic power as compared to a single case (Eisenhardt and Graebner, 2007), thus our study, based on 23 cases, is more robust and our findings can potentially be generalized into a broader theory (Yin, 2009).

Sampling and Data Collection

As we set out to study and explore relationships, we followed a purposeful sampling approach to find cases that were information-rich (Patton, 2002) and likely to show the features we were looking for (Denzin and Lincoln, 1994). Using the first author's personal connections and snowballing from the participants we interviewed, we searched for cases from different regions in India to get a holistic understanding of the Indian context. We followed two criteria before conducting interviews. First, we searched for family businesses in which at least one successful intergenerational transition had taken place or was taking place, i.e., the family business should not be in the first generation (founder) of CEO leadership unless the successor earmarked for the CEO role was already working in the business in a senior role and was clearly being groomed to step into the CEO position. Along with family businesses that have had a successful intergenerational transition, we also chose a couple of unsuccessful cases; the inclusion of extreme cases allowed us to observe more easily patterns in the data (Eisenhardt and Graebner, 2007) and to understand better the development of high-quality relationships in family firms. Second, we searched for businesses with at least 10 employees to avoid businesses that were too small. We made an exception for one of the businesses because, although it had only five employees, it was a trading company, and was a relatively large business in terms of turnover and profitability, as well as already being in its fourth generation and therefore offering interesting insights.

Our purposeful sampling brought us to 16 family businesses, of which four were direct connections of the first author, and 12 were referred by those direct connections. Once we started interviewing the 16 respondents, we followed a snowball sampling with the remaining eight respondents recruited by previous interviewees. While this sampling approach can result in a biased sample, because of the inclusion of participants through personal relationships

(Faugier and Sargeant, 1997), this was not a major concern for this study as the connections between the initial participants and the subsequent participants was tenuous and, in most cases, only professional.

Between April 2017 and December 2017, we interviewed 24 next-generation leaders of 23 family businesses (two interviewees – a husband and wife – belonged to the former's family business). The final sample included businesses across different Indian metropolitan cities: Mumbai, New Delhi, Bangalore, Calcutta, Chennai, Ahmedabad, Indore, and Vadodara. Beyond its collectivist and patriarchal traits, India is an important empirical setting for our study because of its unique socio-economic features. In the last four years, India has climbed over 70 places in the World Bank's Ease of Doing Business Index, being ranked 77th in the world and in the top place in South Asian countries in 2018, and is one of the fastest-growing economies according to Ernst & Young's India attractiveness survey (Ernst & Young, 2015). Much like their counterparts in developed economies, family-owned businesses are the dominant form of businesses in India, accounting for more than 85% (Jayaram et al., 2014; Ramachandran and Bhatnagar, 2012) implying a significant contribution to India's GDP and employment. It is therefore in the interest of research, practice, and policy to encourage and ensure the survival and prosperity of family businesses (Saini and Budhwar, 2008), especially because about 40% of family businesses will be passing to next-generation leaders over the next 5 years (PwC, 2016). Beyond its global economic impact, we also chose to conduct our study in India because we were able to gain access to respondents through personal connections; further during the interviews we could build a connection with them through shared language and ethnicity with the first author. The first author is fluent in several Indian languages and, although most of the interviewees spoke English, understanding idiomatic phrases in their language enabled her to gain their trust and build an affective rapport with them.

All interviewees were currently part of their respective family businesses – in senior management or CEO roles – except for two: one whose family business had splintered and has now shut down completely, and the other who broke away from the original family business to start up his own business in an entirely different industry. 19 of the interviewees were male, with ages ranging from 25 to 62. Most interviewees were in the second generation (16 interviewees), with the remaining being in the third and fourth (eight interviewees). 18 of our interviewees had not gained any experience working outside the family business; only six of them had actually taken up jobs in other companies for an extended period. 17 interviewees had already transitioned to the CEO role and had taken over from their previous generation with six being in senior management roles, and one from the family business that had shut down.

The businesses ranged in size from 10 to 5,000 employees with seven businesses having 30 or fewer employees, 10 businesses employing between 31 and 200, four businesses employing between 201 and 1000 employees, two employing more than 1000 employees, and one from a business that had closed down but which had 60 employees prior to shutting down. The businesses were in a diversity of industries, including technology services, financial services, manufacturing, retail, hospitality, distribution, jewelry, and trading. Our findings were consistent across locations and business size.

- - - Insert table 1 about here - - -

All interviewees were informed about the research project being undertaken; they were given a short description via email when requesting the interview and read out a longer description at the start of the interview. They all permitted the interview to be recorded, and all interviews were transcribed verbatim. We used semi-structured interviews which comprised pre-determined open-ended questions with further questions emerging from the dialogue, that

allowed the interviewer to delve into personal stories and emotions of the interviewee (DiCicco-Bloom and Crabtree, 2006; Woodfield and Husted, 2017). These questions were designed to elicit responses about the key relationships between the interviewees and the founder, their predecessor, senior and old-time employees of the firm, and other stakeholders, as well as the driving factors for the founding of the firm, affiliation of the interviewees with the firm, and the challenges and highpoints of transitioning into a leadership role. All interviewees were asked for their thoughts on the importance of the relationships around them in their development as leaders of the firm, as well as for any words of advice or thoughts they had for next-generation leaders of family firms. Interview questions were replicated with all interviewees to assure rigor and consistency across all family businesses under study.

The interview protocol slightly evolved, through the addition of further questions, after we conducted the initial interviews, however by around the 10th interview we had a final protocol that began with close-ended questions about the interviewee's age, role in the firm, age of joining, and age of becoming CEO (or reaching a senior management role), as well as questions about the company (number of employees and industry). These were followed by the previously designed open-ended questions. To ensure consistency, we reached out to earlier interviewees to ask questions that had changed as the interview protocol evolved.

All interviews lasted approximately an hour, and most of them were done in one session, over Skype, with the exception of three that were conducted over 2-3 sessions because either the respondents had limited time or we faced bandwidth problems. As the topic of the interviews was relationships around the respondents, many of them realized at the end of the call that they had described personal stories; thus, anonymity was crucial and respected.

Data Analysis

To analyze the data, we relied on an interpretive approach, suitable for studying family businesses (Nordqvist et al., 2009) through case study methods (De Massis and Kotlar, 2014;

Nordqvist et al., 2009). The interpretative approach allows for acquiring rich descriptions (Pettigrew, 1990) based on the main actor's account of their lived experience and reinterpreted by the researchers. We used this approach for its power to uncover new and useful theoretical and practical understandings (Burrell and Morgan, 1985).

Taking our cue from Jaskiewicz et al. (2015), our analysis was carried out in four steps. First, we carried out a manual textual analysis. We began with the LMX determinants of high-quality relationships: trust, mutual respect, and mutual obligation (Graen and Uhl-Bein, 1995), looking for sentences that included these words or synonyms and noting down the keywords that were in alignment with the theory. These keywords included belief, faith, reliance, belief in someone's integrity, ability, effectiveness, or genuineness, and freedom from doubt (for trust); esteem, high regard, admiration, recognition, veneration, awe, and reverence (for mutual respect); commitment, responsibility, obligated, duty-bound, and honor-bound (for mutual obligation). We then searched through all the interviews for these keywords and grouped them under the determinant, which they described. Second, as we advanced in the process, we went back and forth between the theoretical framework and the empirical material gathered to extend and build new theoretical insights (Alvesson and Sköldberg, 2009), using theory to interpret our data. Thus as new keywords emerged that described other emotions – early affiliation and mentoring – we highlighted these as well. Third, we performed our interpretive analysis, by following a coding procedure, which involves assigning keywords to second-order themes and, then, third-order categories (Basit, 2003).

At this point, we discussed the primary codes of mutual respect, trust, early affiliation, mentoring, and mutual obligation to interpret them (Gioia et al., 2013; Nordqvist et al., 2009). We began by focusing on how prior literature had discussed high-quality relationships through mutual respect – relationships characterized by, for instance, support, or trust (Handler, 1989). We moved between data and prior literature using existing theory to interpret high-quality

relationships from our data to become "*knowledgeable agents*"(Gioia et al., 2013). Further, as new themes such as early affiliation and mentoring emerged, we included them as well. For example, an interviewee's statement about how visits to the family business since childhood created strong relationships with senior non-family managers, who then became trusted and supportive colleagues upon his joining the business, showed us how early affiliation fostered high-quality relationships. From similar sentiments expressed by other interviewees, we summarized primary codes such as childhood memories with the firm, childhood association with non-family employees, summer jobs at the firm, and childhood plans of joining the firm, into the secondary code of early affiliation with the firm. Finally, two coauthors looked at each case separately from the perspective of all the emerging themes and evaluated them for similarities and discussed any differences in coding.

We noted saturation in the data at around the 20th interview. We contacted six of the early interviewees to seek clarification and to inquire further about issues that emerged during subsequent interviews and our coding and analysis. This iterative examination and analysis of the raw textual data allowed us to develop our propositions for how high-quality relationships develop around next-generation successors of family businesses. Using the format described by Gioia et al, (2013), we summarized our analysis in Figures 2-6 (see Findings section), showing how we moved from the raw data to the second-order codes and, finally, to the third-order categories.

Findings

Our analysis indicates that high-quality relationships are important not only between the incumbent and the successor but also in other types of relationships, such as those between the successor and various family and non-family stakeholders.

"We believe as an organization that… if they can understand you, they can stand with you [family and non-family stakeholders]…that is one key to our growth...relationships make

or break your company. You may be excellent in your work, but if you do not have the correct relationships, then you will not be able to have a successful business."

~ C18, CEO, Third generation, Infrastructure Services, 2000 employees

We identified five routes through which high-quality relationships develop, which are as follows (based on the number of instances they emerged from our interviews): mutual respect, trust, early affiliation, mentoring, and mutual obligation. Table 2 illustrates the number of high-quality relationships emerging from each case.

- - - Insert table 2 about here - - -

We also analyzed and categorized the suggestions that the interviewees gave us in response to our closing question, asking for advice and lessons learned. The resulting themes and categories were reasonably aligned with those emerging from our data analysis. These are described in Figure 1.

- - - Insert figure 1 about here - - -

Mutual Respect

The first route through which high-quality relationships emerged is mutual respect (cited 237 times in our interviews). Handler (1989) broadly defines mutual respect as a relationship characterized by support, communication, feedback, and mutual learning. Our interviews show that in most cases (except for two polar cases where there was a clear lack of respect between the incumbent leader of the family business and the incoming successor, and which eventually led to the demise of the family business), mutual respect between successors and family members of previous generations, with their current generation and with non-family employees was key for developing high-quality relationships between them. As illustrated in the quotes below, relationships between next-generation leaders and other key stakeholders in the family firm are characterized by mutual respect for the capabilities of the other, and a high assessment of the other person's professional capabilities and behaviors. Mutual respect differs from

interpersonal attraction/bonding in that it involves both people in the relationship transcending status boundaries, manifests itself in the form of a respect for the competence and capabilities of one another in achieving shared goals, and refers specifically to the individuals' assessments of one another's professional capabilities and behaviors (Graen and Uhl-Bein, 1995; Hoffer Gittell, 2006).

"My relationship with my cousin is one of mutual respect and we both understand each other's strengths very well."

~ C19, Director, 3rd generation, Manufacturing, 5000 employees

"He [father] always listened to my opinion even when he always had his own views… he always involved me in important decisions… and I don't think ever he said "I'm the boss, it will go my way"."

~ C20, CEO, 2nd generation, Sales Agent & Distributer, 10 employees

When future successors feel respected, this contributes to their feelings of involvement and identification with the business that they will lead. Moreover, it fosters the relationship between successors and predecessors whose core values they will adopt, without losing their own identity. When our respondents talked about mutual respect, they also referred to admiration for the knowledge, expertise, values, and legacy of the previous generation.

"…When I joined the business, I realized his [father's] core … Commitment, punctuality, discipline. These were the things that he never spoke about…he really walked the talk…"

~ C13, Partner, 4th generation, Retail, 160 employees

Mutual respect is also based on high doses of reverence, awe, and inspiration. Inspiration is usually present when successors admire their predecessor and other non-family top executives because of their accomplishments.

"At a professional level, he really is an inspiration…not just because he's my father."

~ C13, Partner, 4th generation, Retail, 160 employees

"There's a lot to learn from her [business associate who is also advisor to the interviewee] as a business leader in her own right…in terms of the things she's gone through…and how she's translated that into running her own business. For me, that's extremely admirable."

~ C2, Managing Director, 3rd generation, Manufacturing, 200 employees

Mutual respect allows individuals in a high-quality relationship to exert tacit and overt influence on one another, not just when making decisions and managing the business, but also in developing as leaders. In the case of Indian businesses, where primogeniture is not uncommon, gaining the respect and recognition of various family and non-family stakeholders become essential to acquire the necessary legitimacy and confidence to make important decisions that may introduce change to the business and lead to success.

In summary, mutual respect is based on regard or consideration toward another person, in particular, their knowledge, expertise, values, and legacy as well as professional capabilities and behaviors. It is key for developing high-quality relationships because it allows the next-generation leader to take inspiration from people they admire, emulate those whom they revere, and rise to higher levels of competency when they feel recognized as well. Figure 2 describes the emerging themes of admiration, reverence, inspiration and/or recognition of capabilities and contribution between the successor and family and non-family stakeholders that imply mutual respect between both parties.

- - - Insert figure 2 about here - - -

From the above, we propose that:

Proposition 1: High-quality relationships develop when successors experience a high level of mutual respect with family and non-family stakeholders based on admiration, reverence, inspiration and/or recognition.

Trust

The second route through which high-quality relationships emerged is trust (cited 142 times). Our interviewees reported having high mutual trust with other family members, senior generations, employees and other stakeholders in the business. Trust has to do with reciprocal confidence between two people based on expectations that the other person will perform important actions without any monitoring or control (Mayer and Davis, 1995). Trust in the working relationship is built on reciprocal confidence between the next-generation leader and the key stakeholders of the business around them.

"He [senior employee] is one guy I could not have done this without. He…helps me make decisions…I rely on him to give me data, I trust him to keep track of the money, to be honest and upright and he trusts that I am competent and will take the business forward."

~ C11, Chairman and MD, 2nd generation, Manufacturing, 30 employees

Trust entails a mutual belief in the capabilities and integrity of others. This feeling emerged in our interviews where we saw that successors spoke about the amount of trust they felt from their predecessors.

"I have a board meeting happening next week…and he [father] is not going to be there. I said, "Look, it's going to be a board meeting, you're still the chairman. Why don't you come too?" And he said, "No, no, you're fine. I don't think you need me at all"."

~ C2, Managing Director, 3rd generation, Manufacturing, 200 employees

We also find that building trust between the successor and the predecessor is particularly important, as the predecessor's trust allows successors to build confidence in their capacity to run the business.

"My father sees a lot of potential [in me]. He believes that I have the sensibility to make a good leader...I don't necessarily see myself there yet, but [because of his faith in me] I always think through things before I take action…"

~ C4, Director, 3rd generation, Financial Services, 300 employees

Trust between family business employees and successors also appears to be particularly important for the latter's success as leaders. Trust enables fast decision making processes, promotes feelings of psychological ownership among non-family employees (Zahra, 2003), increases knowledge sharing, and mitigates communication problems.

"He [senior old time employee] is extremely invested in the company…he acts like he owns it more than I do…So, I can trust him… sometimes he takes decisions which I wouldn't have done…but it's part of trusting, no?"

~ C8, Director, 3rd generation, Manufacturing, 120 employees

We also observe that trust should be reciprocal, especially when dealing with relationships with non-family executives who have served the predecessor for many years. Trust allows the leader to build stronger and long-lasting relationships with the top management team, learning from them and empowering them. This trust leads to shared decision-making as well as inclusive strategizing. Having trustful relationships is especially relevant given that the successors we interviewed are embedded in a collectivist culture, where several in-group/out-group perceptions may prevail (Pagliarussi and Rapozo, 2011; Samara and Berbegal-Mirabent, 2018). To be considered as an in-group member and to gain legitimacy as a leader for the family business, next-generation successors must develop relationships of trust with non-family members in the firm. Developing trust relationships reduces the threats of group fault lines between family and non-family employees (Minichilli et al., 2010) bringing more harmony between the successor and the management team.

"There was a level of trust that I just had with him [college friend, now employee]. …it was a good connection... he used to look at me like his younger brother, and I used to keep telling him, "You must come and work with me…I've got so much to learn from you"."

~ C9, CEO, 2nd generation, Hospitality, 180 employees

When trust is absent, the relationship deteriorates and negatively affects the legitimacy and leadership ability of the incoming successor.

"They [craftsmen] would refuse to accept what I told them to do as they didn't trust me and felt that, just because I was the daughter-in-law of the owners, didn't mean I know anything. Initially, it was very difficult and nobody would listen to me. Slowly, I realized that it wasn't enough to be from the owner's family. I needed them to trust me."

~ C7, Head of Marketing & Sales, 2nd generation, Jewelry, 25 employees

In summary, trust is key for high-quality relationships because – being based on reciprocal belief and enabling fast and shared decision making processes – it allows next-generation leaders to develop confidence, and know that they are supported when making decisions and that the advice they receive is in the best interest of the family, the business and themselves. Figure 3 describes the emerging themes of belief in the capabilities and integrity of the other, freedom and space to make decisions and grow, implicit faith, and closeness between the successor and family and non-family stakeholders in the business that imply trust.

- - - Insert figure 3 about here - - -

From the above, we propose that:

Proposition 2: High-quality relationships develop when successors experience a high level of trust with family and non-family stakeholders, based on the belief in the capabilities and integrity of the other, allowed freedom and space, implicit faith and closeness.

Early Affiliation

The third route through which high-quality relationships developed is early affiliation (cited 135 times). Previous studies show that building a strong relationship between the founder-entrepreneur and the successor plays a critical role in training the successor to assume the leadership role (Garcia-Alvarez et al., 2002). We further find that early affiliation does not only enable socialization with the incumbent but also allows high-quality relationships to

develop between the successor and the top management team, as well as with clients and non-family employees. To be of high quality, relationships must start long before the incoming successor becomes the family business leader.

Participants that had early affiliation with the firm highlighted the close relationships and admiration they had toward the founder. Interestingly, our interviews show that incoming successors, when visiting the workplace from an early age, were able to develop their relationships not only with the incumbent (who usually was the father) but also with key individuals in the business. Being involved from an early age generates childhood memories about the firm, creating a strong connection with family business employees.

"…my dad made sure I would visit the office when I was a kid. I'd…sit there and watch him work. So, I…knew all his colleagues."

~ C2, Managing Director, 3rd generation, Manufacturing, 200 employees

"My earliest memories … I used to go as a kid with the driver, and pick up my dad… I used to stand behind the counter and help … I have childhood memories of the company and of the people… my grandfather's secretary…even after I joined the business, I continued calling her "aunty", … we were the boss's children…people would talk to us and I got to know a lot of people…"

~ C5, Executive Director, 3rd generation, Publishing, 120 employees

Leaders of family businesses who encourage early and informal involvement of next generations in the business are more likely to have a successful family business succession than those who wait until successors formally join the business (Harvey and Evans, 1994). Further, early affiliation and socialization with the firm stakeholders allow previous generation leaders to convey better established values to the next generation, which in turn facilitates a successful succession process (Garcia-Alvarez et al., 2002). In the Indian context, leaders are more likely to forge high-quality relationships with employees if they have developed personalized

relationships over the years as opposed to relationships that are purely rational or transactional in nature (Panda and Gupta, 2011).

"I knew each and every one in the office by name – I used to call them uncle and aunty… from the Receptionist to my father's Secretary to the senior managers… I had umpteen number of interactions with them. I never went to the office to talk about work… because I didn't understand it… But those became strong relationships for me when they became my colleagues."

~ C17, Managing Director & Group CEO, 2nd generation, Manufacturing, 900 employees

Several of our interviewees asserted that their early awareness of the family business – whether through visits to the company or conversations at the dining table – gave them familiarity and comfort from the very first day with the ways of working and other employees.

"The first time I got involved in the business was when I finished school…my father had a talk with me … he said "You have five months [before university]… come work with me for a while… if you like it, you can come back to it later." So, I started going to the factory regularly …shadowed people who had been with my father since the first day... and I fell in love with the work."

~ C23, Vice-President, 2nd generation, Manufacturing, 200 employees

In summary, high-quality relationships between the next-generation leader and stakeholders of the firm can develop through early affiliation with the firm and with non-family stakeholders through socialization and childhood memories, creating a sense of familiarity and comfort with salient family business stakeholders. Figure 4 describes the emerging themes of childhood memories of the firm, childhood association with employees of the firm, summer jobs and internships in the firm during studies, and desire or ambition to join the firm from a young age that describe early affiliation with the firm.

- - - Insert figure 4 about here - - -

From the above, we propose that:

Proposition 3: High-quality relationships develop when successors experience early affiliation with the business, based on their memories of connection with family and non-family stakeholders, internship experiences, and plans of joining the family business from a young age.

Mentoring

A fourth way in which high-quality relationships developed is mentoring (cited 123 times), which is considered to foster leadership development in family businesses (Le Breton-Miller and Miller, 2015). Mentoring takes place when a more experienced executive actively supports and encourages the incumbent (Eby et al., 2008), either in career development issues and/or giving them psychosocial support (Higgins and Kram, 2001). Our interviewees reported having a mentoring relationship with family members as well as with non-family stakeholders in the firm. Mentoring leads to feelings of indebtedness vis à vis the organization and the mentor (Ensher et al., 2001; Vardaman et al. 2016). While there is often the emotion of trust, mutual respect, and mutual obligation between mentors and mentees, we distinguish between these emotions and the role of mentoring. Mentoring roles mentioned in our interviews included teaching, advising, grooming, guiding, listening, discussing and questioning. Mentors ranged from the incumbent to non-family top executives and other stakeholders of the firm.

"In my senior core team, there were a few of them that could tell me when I was wrong. Correct me, guide me, help me understand, help me in my new responsibilities. They were early mentors, and I still look up to them, if I need guidance."

~ C18, CEO, 3rd generation, Infrastructure Services, 2000 employees

"The person who has been with my dad since day one is still there…He has been a mentor for me since the time I started with the business."

~ C23, Vice President, 2nd generation, Manufacturing, 200 employees

Given the Indian context, mentoring relationships are not necessarily developed only between the parent and the incoming successor. Members of the extended family can have a pivotal role in mentoring successors before they join the business. They can help successors understand the current management style, help them integrate into the culture of the business, and teach them the way things are done.

"My uncle has always been a mentor to me...he's the kind of person who will teach me what to look for…He will put me in a situation where I've got to figure it out and, in the process, he'll…ask questions… a wonderful way of learning… that's been phenomenal in my growth as a leader."

~ C1, Managing Director, 2nd generation, Hospitality, 1000 employees

In summary, mentoring is key for high-quality relationships because it allows the next-generation leader to learn about the business itself and also understand the nuances such as tacit knowledge of other stakeholders, current management style, and organizational culture, thus developing into a more effective leader of the business. Figure 5 describes the emerging themes of teaching, advising, grooming, and guiding that imply mentoring.

- - - Insert figure 5 about here - - -

From the above, we propose that:

Proposition 4: High-quality relationships develop when successors experience a mentoring relationship with family and non-family stakeholders based on teaching, advising, grooming and guiding, listening, discussing and questioning.

Mutual Obligation

The fifth route through which high-quality relationships developed is mutual obligation (cited 112 times), which is defined as "the condition of being morally or legally bound" (www.oed.com). Mutual obligation, in the context of family firms, is a feeling of normative commitment between the individuals in the relationship, based on a perceived need to comply

with social norms and expectations (Dawson et al., 2015), where no direct or immediate return is necessarily expected, making immediate or direct reciprocity less important (Long and Mathews, 2011). Our interviews show that feelings of mutual obligation are present between next-generation leaders and family members as well as with non-family stakeholders. Through our interviews, we see how individuals in high-quality relationships have a sense of mutual obligation that allows them to exert a high level of reciprocal influence on one another to achieve individual and common goals. The successor and other family and non-family members are willing to exert extra effort, going beyond the duties and responsibilities defined by their roles, and taking personal risks and initiative to make work more effective.

"He [old-timer employee] is…more concerned about the store than I, myself, am. … It gives me such sense of security…that he will not allow anything to harm the business."

~ C13, Managing Partner, 4th generation, Retail, 160 employees

Mutual obligation in high-quality relationships can grow over time as the relationship grows and blossoms and both parties feel a sense of gratitude and desire to help one another. Further, in the Indian context, employees are more likely to feel personally obliged to go beyond their work duties to help the successor, when the successor also shows a mutual obligation to attend to their personal needs, therefore fostering high-quality relationships between both parties (Panda and Gupta, 2011).

"They [non-family employees] have been with the organization for 15–17 years… I can count on them for everything possible…I don't have to ask twice, if I need something done out of their scheme – there is no scheme of things anymore for each other... if they have something that comes up, in the middle of the night I would be there for them as well."

~ C4, Director, 3rd generation, Financial Services, 300 employees

In high-quality relationships, where there is an enhanced sense of mutual obligation, next-generation members can grow beyond their job description to develop leadership skills

that will allow them to better lead the business, particularly after intergenerational leadership transfer.

In summary, being based on a need to comply with social norms and expectations and to attend to the other party needs, mutual obligation is key for high-quality relationships because it allows the next-generation leader to leverage on the help given to go above and beyond job roles without return expectations, through unconditional emotional support, and use the social capital generated to lead the business more effectively, taking personal risks and initiative. Figure 6 describes the emerging themes of unconditional support, emotional support, going above and beyond, and helping with no return expectations that imply mutual obligation.

- - - Insert figure 6 about here - - -

From the above, we propose that:

Proposition 5: High-quality relationships develop when successors experience a high level of mutual obligation with family and non-family stakeholders, based on going above and beyond, showing unconditional support, offering emotional support, and giving help with no return expectations.

Discussion and Conclusions

Through this study, we aimed to understand how high-quality relationships develop in family firms. Congruent with the leadership development literature, our qualitative study shows that the three routes through which high-quality relationships usually develop in any type of organization, namely mutual respect, trust, and mutual obligation, are also key for developing high-quality relationships in family businesses. LMX theory emphasizes a dyadic relationship suggesting that depending on the relationship between leaders and followers (Graen and Scandura, 1987; Graen and Uhl-Bein, 1995), lower or higher quality exchanges will be forged (Wat and Shaffer, 2005). We move beyond the dyadic relationship between

leader and follower and find that a network of relationships with various family and non-family stakeholders is key to fostering high-quality relationships (Salvato and Corbetta, 2013; Ward and Aronoff, 1994). This finding is in line with recent research on social capital highlighting how intra- and extra-firm and -family relationships interact with each other, affecting goals, resources, and governance in family firms (Zellweger et al., 2019).

We further unpack how these high-quality relationships develop in a family business context, facilitating effective leadership development. Figure 7 depicts the ways in which high-quality relationships can develop in family businesses.

- - - Insert figure 7 about here - - -

First, while mutual respect is based on the recognition of others' capacities (Graen, 1989), in family businesses where relationships are forged with family and non-family members alike, usually through long periods of time, mutual respect also entails admiration, reverence, and inspiration. Thus, mutual respect goes beyond the recognition of the technical capacities of others to involve admiration of past accomplishments of both family and non-family employees and respect for the education and skills of the incoming family successor. Second, trust involves not only the belief in others to assume the leadership role, but also the generosity of the previous generation to give the required space and freedom to successors to pursue their own business aspirations, along with closeness and implicit faith in their capacity to do so successfully. Finally, a mutual obligation is seen as something that will grow over time as exchanges, and the relationship, blossom (Davis, 1997; Graen and Uhl-Bein, 1995). In family firms, mutual obligation is also related to a normative commitment for unconditional support.

In addition, we show that mutual respect and trust are the most important dimensions in a family business context and that mutual obligation, while having a considerable impact, is not as important as other factors. Our study indicates two further important routes through which high-quality relationships develop, namely early affiliation in the business and

mentorship. First, research has shown that early affiliation with the business enables family members to acquire deep firm tacit knowledge (Miller et al., 2011; Samara and Arenas, 2017) and to increase their experience and understanding of the business culture (Miller et al., 2011). We extend these arguments by showing that early affiliation of potential family business successors can increase their socialization with family and non-family stakeholders, therefore providing fertile ground for building high-quality relationships and increasing the likelihood of developing feelings of mutual respect and trust in the organization. Second, mentoring has been posited to foster various forms of commitment among family and non-family employees (Dhaenens et al., 2017). We add to this literature by showing that mentoring can also have an important role in building high-quality relationships between mentor and mentee and in facilitating the socialization of the incoming successor with various family and non-family employees.

Contributions, Limitations, and Avenues for Future Research

We contribute to family business literature by showing how high-quality relationships are developed over time in the Indian context, which presents some peculiar, but not one-off, characteristics. In Indian family businesses high-quality relationships seem to develop mostly through mutual respect and trust. While respect from next-generation successors towards the predecessor can be expected for a successful succession in a patriarchal society, we find that respect must be reciprocal and not only present between leader and successor but also among other family and non-family stakeholders. Furthermore, trust between non-family employees and the incoming successor can help the latter gain legitimacy as a family business leader, and encourage reciprocal tacit knowledge sharing.

Furthermore, an important research implication for empirical studies in family businesses is about generalizability (Evert et al. 2015). While the Indian context provided an ideal empirical ground to investigate the development of high-quality relationships given its

collectivist and patriarchal features, our findings can also be extended to discuss the importance of developing high-quality relationships in family businesses embedded in other cultural contexts. Indeed, the family itself has been described as a collectivist setting where relationships among family members and between family and non-family stakeholders play an important role in the viability and financial performance of the family business (Herrero and Hughes, 2019). For example, Schein (1988) describes family firms in the United States as highly emotional and collectively oriented. In such contexts, developing high-quality relationships becomes very important not only to adequately prepare the successor to become an effective business leader, as we show in this study, but also to have more professionalization in the succession process (Umans et al., 2019). Indeed, recent research in Belgium reports that high-quality relationships between the family CEO and the successor on the one hand and between the top management team and the successor on the other hand positively moderate the relationship between transgenerational intentions and the presence of a succession plan (Umans et al., 2019).

With regard to recommendations to practitioners, consultants, and leaders of family businesses, we suggest that founders and predecessors of family firms should provide next generations opportunities to socialize and build high-quality relationships with all family business stakeholders. Such opportunities should be provided from an early stage in the successors' lives by creating mentoring relationships and developing mutual respect, trust, and mutual obligation with stakeholders in the firm. Further, next-generation leaders, who have ambitions of entering the family business, should build deep, profound, and symbiotic relationships that grant them the essential background and the necessary tools to develop into effective leaders.

This study is subject to some limitations that open several avenues for future research. We focus on the successful succession of next generations only from the successor's

perspective. An analysis of this topic from the incumbent's perspective and/or both perspectives simultaneously would add to the understanding of relationships in developing leadership in family businesses.

Further, by selecting current family business leaders, we assume that next-generation successors show a high interest in becoming the successor. However, literature has also discussed other factors that impact a successful family business succession. Some of them are family personality and culture (Litz et al. 2012; Seaman et al., 2016), balance and interaction between family and business systems (Buang et al., 2013; Mitchell et al., 2003), vision of the founder and the family (Habbershon et al., 2003; Ramachandran, 2017; Ward, 1988; Ward, 1998), reputation of the firm (Anderson and Reeb, 2012; Churchill and Hatten, 1987; Corbetta and Salvato, 2004; Habbershon et al., 2003; Ward, 1998), harmony and relationships between family members (Buang et al., 2013; Churchill and Hatten, 1987; Sharma et al., 2001), motivation for next generation to join the firm (Buang et al., 2013), wealth creation strategy (Habbershon et al., 2003), and business goals (Litz et al., 2012; Tagiuri and Davis, 1992). Future researchers could carry out an empirical study of succession in family firms taking into account all the elements that could impact a successful intergenerational transfer of power, leading to the continued success and longevity of the family firm.

Finally, we have focused on a particular context, India. Replicating this study in other contexts that are subject to different institutional contextual peculiarities (Wright et al., 2014) may yield different and intriguing results, either extending or opposing our findings.

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Table 1: Interviewee and Firm Profiles

Name	Gender	Role	Industry	# Employees	Gen	Outside Job	Age			
							Current	Joining	Sr. Mgmt	CEO
C1	M	Managing Director (MD)	Hospitality	1000	2nd	Y	43	30	36	41
C2	M	MD	Manufacturing	200	3rd	N	42	22	22	40
C3	M	Owner	Services - Technology	200	2nd	N	52	18	43	43
C4	M	Director	Services – Financial	300	3rd	N	25	23	23	24
C5	M	Executive Director	Publishing	120	3rd	Y	50	25	26	27
C6[1]	M	Partner	Textiles Retail	25	2nd	N	37	23	25	25
C7	F	Partner	Jewelry	25	2nd	Y	28	24	24	N/A
C8	F	CEO	Manufacturing	120	4th	Y	58	50	50	50
C9	M	CEO	Hospitality	180	2nd	N	38	18	20	20
C10	M	Partner	Jewelry	25	2nd	Y	30	23	23	N/A
C11	F	Chairman & MD	Manufacturing	30	2nd	Y	52	45	45	52
C12	M	CEO	Contract Manufacturing	350	2nd	N	48	21	28	28
C13	M	Partner	Retail	160	4th	N	55	22	25	N/A
C14	M	Managing Partner	Packaging	50	2nd	N	31	20	25	N/A
C15	M	Partner	Manufacturing	45	2nd	N	52	20	30	35
C16	M	Director	Services - Technology	100	2nd	N	27	22	23	N/A
C17	M	MD & Group CEO	Manufacturing	900	2nd	N	40	18	23	39
C18	F	CEO	Services - Infrastructure	2000	3rd	N	44	22	24	43
C19	M	Director	Manufacturing	5000	3rd	N	43	22	22	40
C20	F	CEO	Agency & Distribution	10	2nd	N	59	20	30	39
C21	M	MD	Manufacturing	20	2nd	N	58	18	30	30
C22[2]	M	Director	Services - Technology	N/A	2nd	N	62	25	30	N/A
C23	M	VP	Manufacturing	200	2nd	N	28	20	25	N/A
C24	M	Partner	Trading	5	4th	N	36	18	25	26

[1] Broke away from original family business and started his own, [2] Family business closed down
Employees: On full-time payroll (whether directly or through sub-contractor)
Age of becoming CEO: N/A means they have not yet transitioned into a full CEO role
Outside Job: Whether they worked in an outside company (other than internships or summer jobs) before joining the family business

Table 2: High-Quality Relationships

NAME	# RELATIONSHIPS		HIGH- QUALITY RELATIONSHIPS DETERMINANTS				
	Family	Non-Family	Mutual Respect	Trust	Early Affiliation	Mentoring	Mutual Obligation
C1	5	8	13	8	4	10	9
C2	5	8	17	12	11	10	7
C3	3	1	5	3	2	2	1
C4	6	9	16	5	8	10	6
C5	6	8	12	7	11	7	16
C6[1]	4	0	0	0	0	0	1
C7	4	1	2	1	0	2	2
C8	6	5	5	6	0	4	8
C9	4	2	9	6	5	3	5
C10	3	3	9	1	3	5	3
C11	5	4	14	6	8	1	8
C12	1	1	9	3	3	3	3
C13	5	2	15	15	8	9	5
C14	3	2	11	2	5	3	2
C15	3	3	10	12	6	5	3
C16	3	15	13	7	8	4	2
C17	3	8	10	10	11	9	6
C18	4	10	12	7	13	5	2
C19	3	5	10	1	7	9	2
C20	4	3	7	8	2	3	6
C21	4	3	20	7	8	8	10
C22[2]	2	0	1	1	3	1	0
C23	3	5	10	12	6	7	2
C24	2	0	7	2	3	3	3
TOTAL			237	142	135	123	112

[1] Broke away from original family business and started his own, [2] Family business closed down

Relationships: Number of people specifically mentioning determinants of High Quality Relationships: Number of instances mentioned

Figure 1: Coding of advice on High-Quality Relationships from interviewees

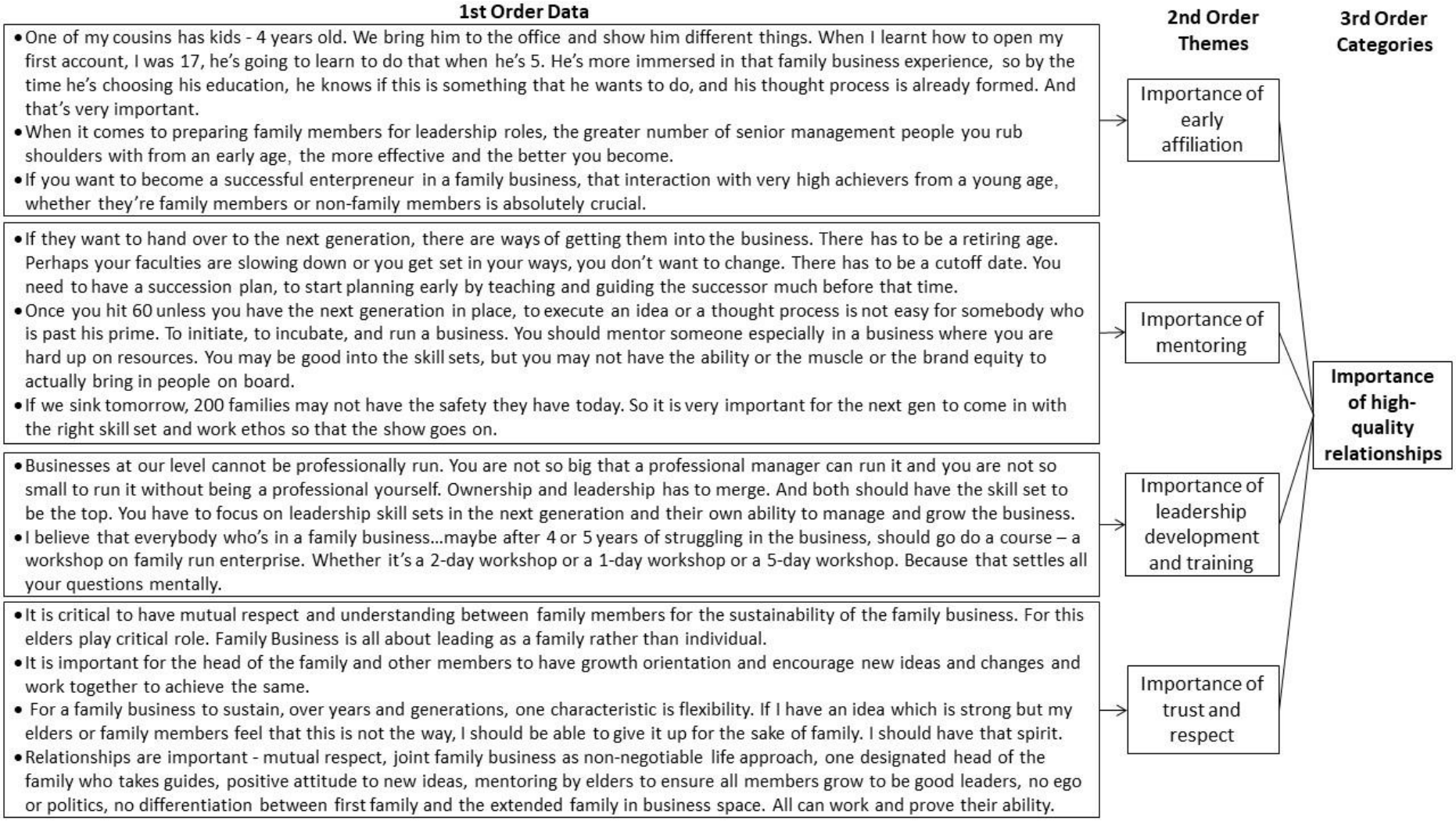

Figure 2: Mutual Respect Coding

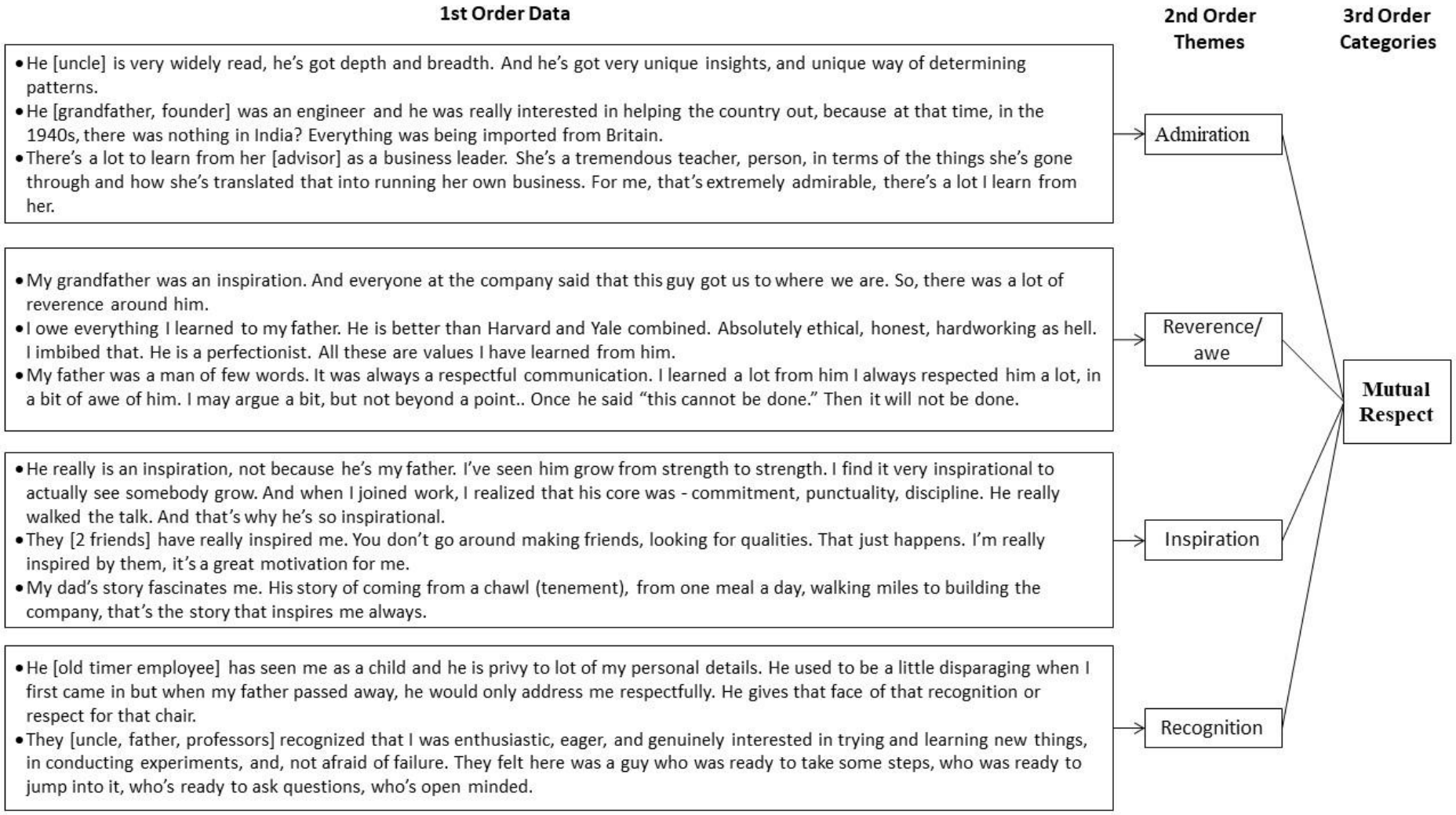

Figure 3: Trust Coding

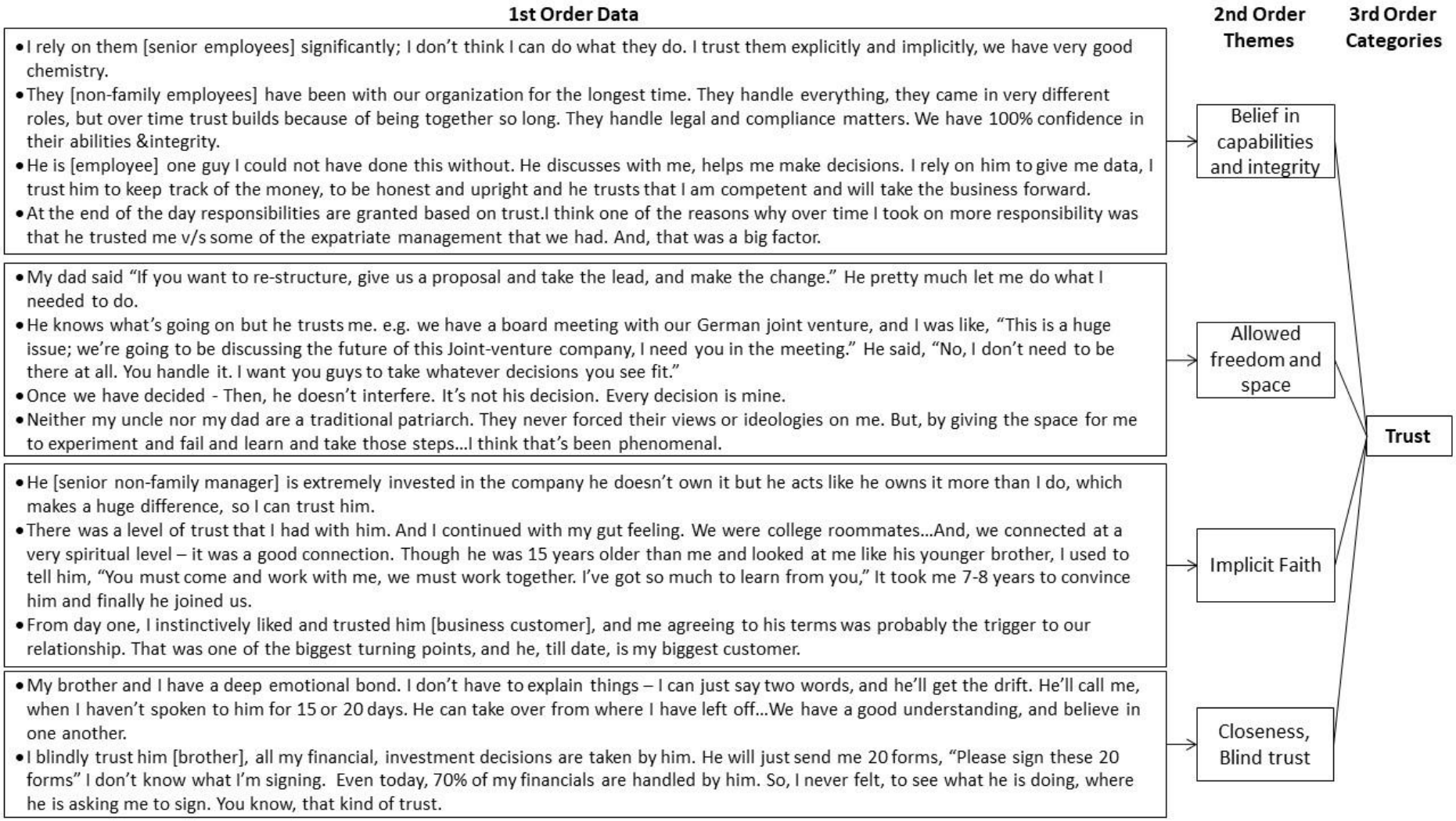

Figure 4: Early Affiliation Coding

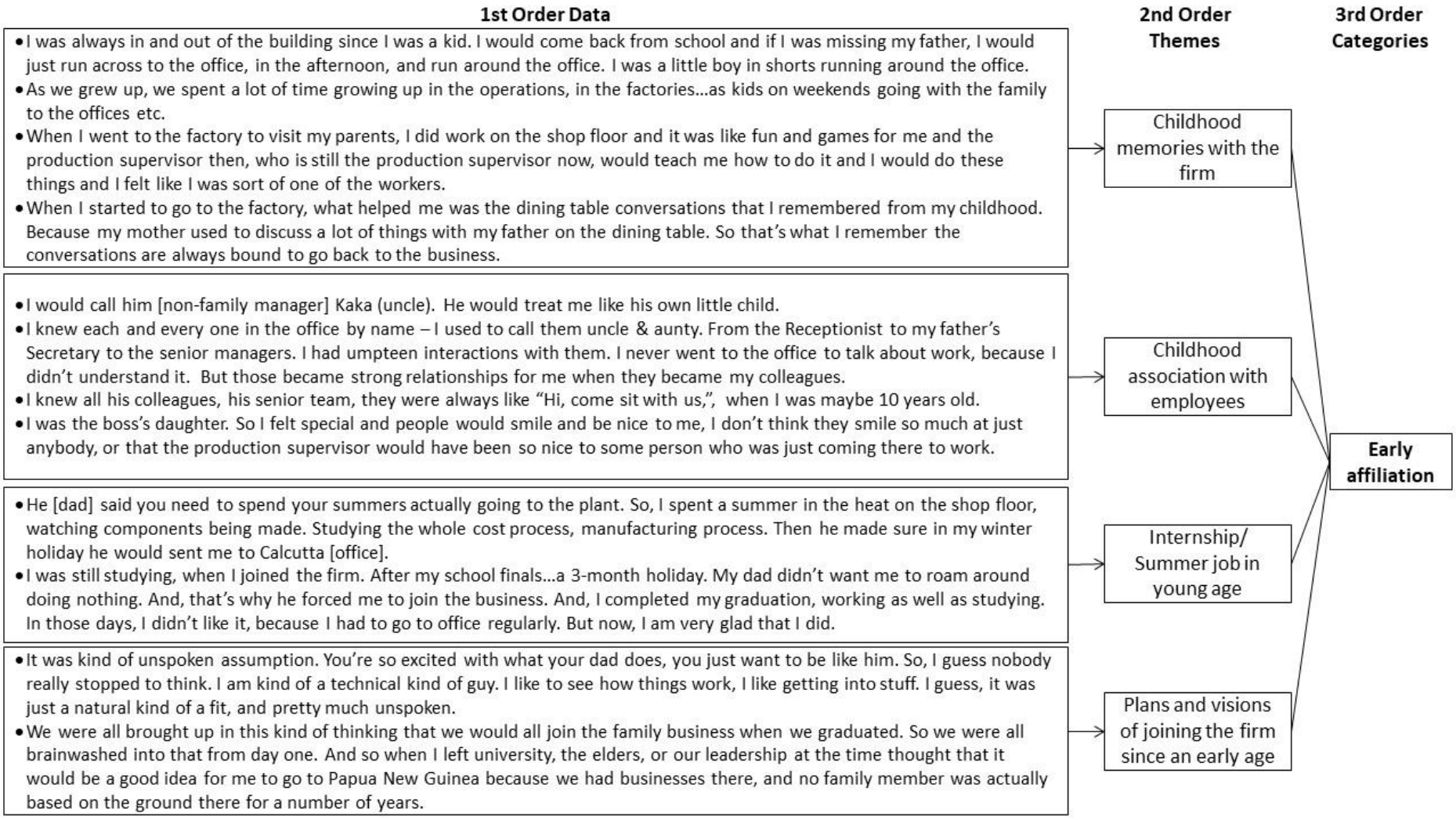

Figure 5: Mentoring Coding

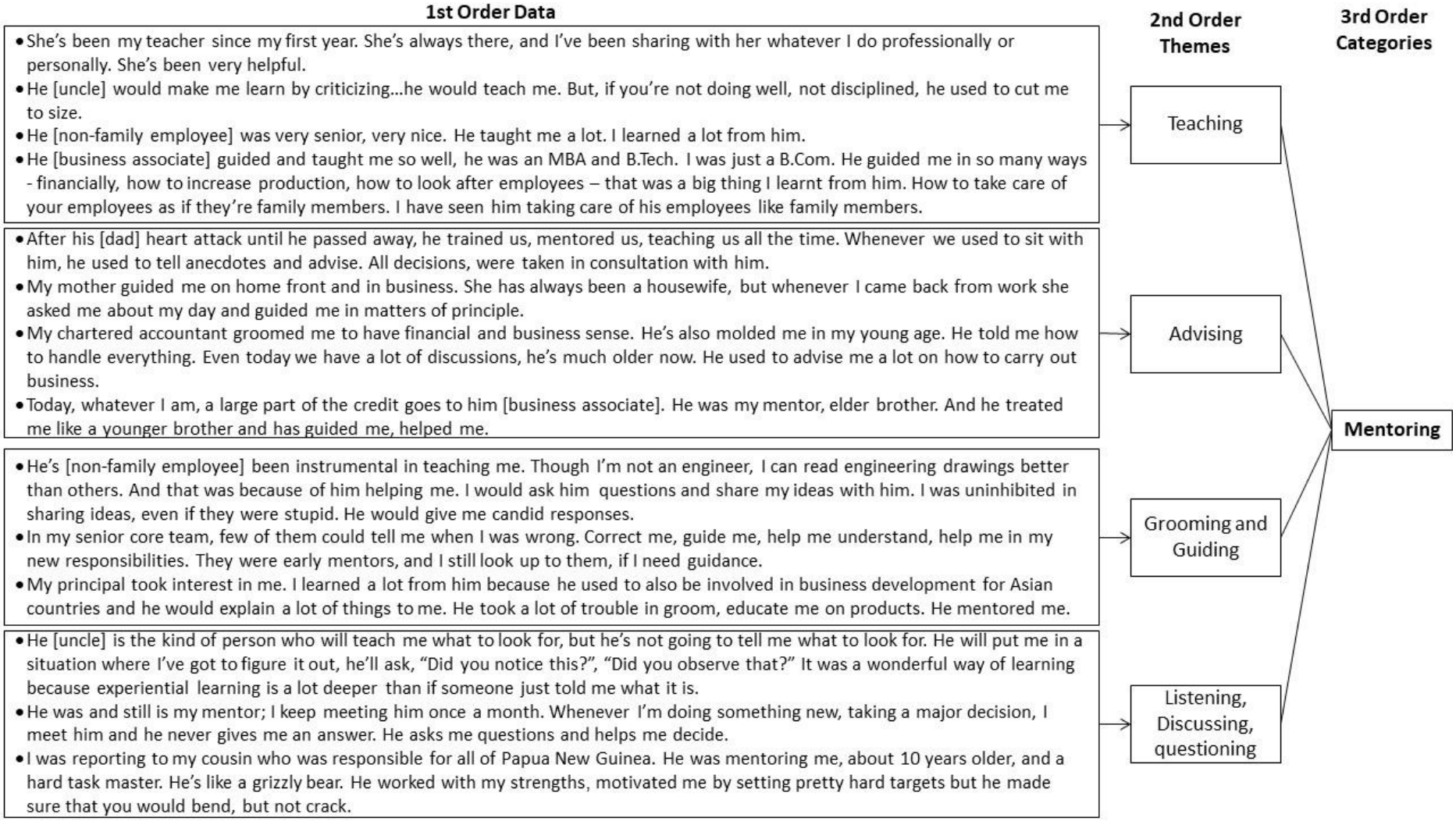

Figure 6: Mutual Obligation Coding

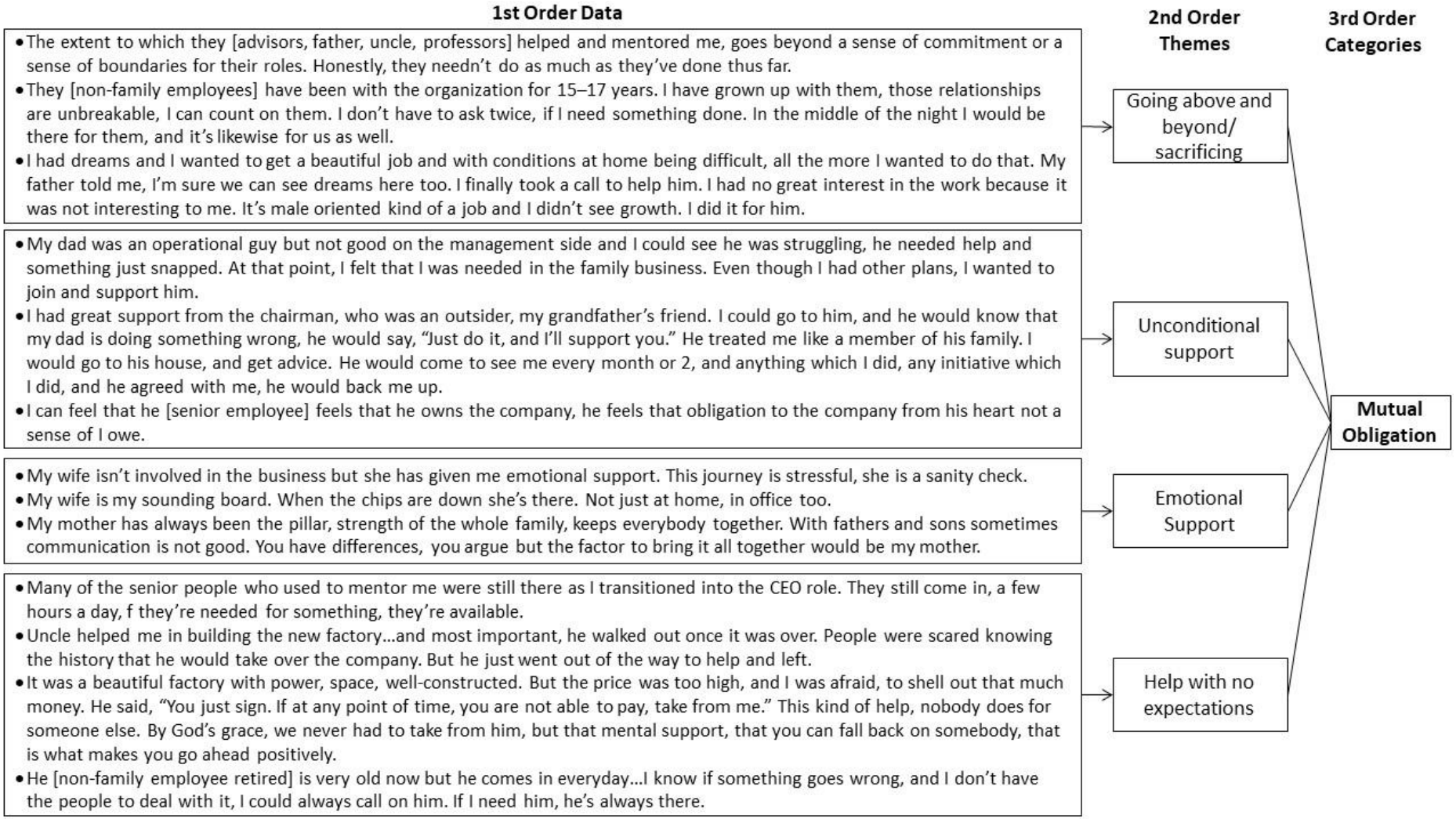
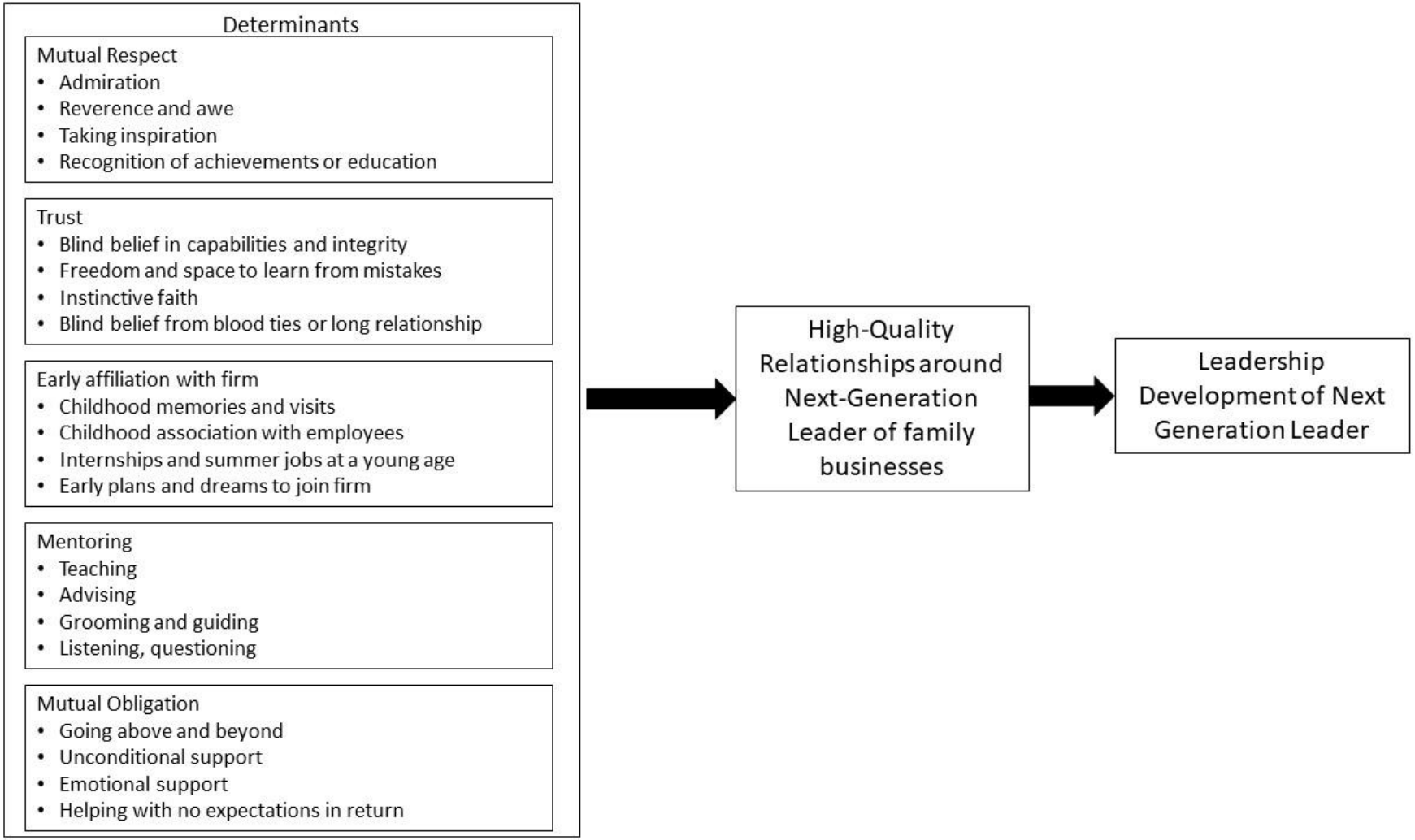
Figure 7: High-Quality Relationships for Leadership Development – Framework