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**APPENDIX A**  
**FAMILY HARMONY DIAGNOSTIC QUESTIONNAIRE**  
**ACTIVE FAMILY MEMBERS**



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# FAMILY HARMONY DIAGNOSTIC QUESTIONNAIRE

A major concern in most family businesses is the question of its longevity. History is filled with instances of family businesses that failed to survive to the next generation because family members could not resolve their differences or communicate successfully with each other. Harmonious family relationships are, therefore, critical for the sustainability of the family businesses. This questionnaire is designed to collect information to assess the family harmony in a family business and may form the basis for corrective and proactive steps to ensure harmonious family relations, and ultimately, a sustainable family business.

Once you have completed the questionnaire, please place it in the envelope provided. Seal the envelope. The person who co-ordinates the survey in your business will collect the envelopes which will be collected from him/her.

Thank you for your co-operation. We hope that you will find the questionnaire interesting and stimulating.

## GENERAL INSTRUCTIONS

This questionnaire must be completed by the **active family members (employed by the business)**. Virtually all the questions may be answered by making a cross in the relevant block. Use the following key: **1 = Strongly disagree; 2 = Disagree; 3 = Slightly disagree; 4 = Neutral view; 5 = Slightly agree; 6 = Agree; 7 = Strongly agree.** **You must select the number which best describes how you feel about the item.** For example, should you be asked the extent to which you agree with the statement:

"Family members discuss all issues that may arise between them."

and you feel that you slightly agree, you will mark the number 5 (**5 = Slightly agree**) as in the example:

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A1	Family members discuss all issues that may arise between them.	1	2	3	4	X	6	7

It is essential you indicate your choice clearly with a **pen**.

## TERMINOLOGY

Peruse the definitions (terminology). Ensure that you understand all the definitions before you complete the questionnaire.

TERM	DEFINITION
<b>Family member</b>	A <b>family member</b> for the purpose of this diagnosis does not only include the family members of origin (fathers, mothers, brothers and sisters), but also the extended family (uncles, aunts, cousins, nieces, nephews and in-laws).
<b>Active family members</b>	<b>Active family members</b> are family members who are <b>permanently</b> employed by the family business.
<b>Inactive family members</b>	<b>Inactive family members</b> refer to family members <b>not in the service</b> of the business and could include spouses, children, in-laws and siblings.
<b>Senior generation</b>	The <b>senior generation</b> family members (parents) are those family members who are currently in control of the business and who plan to transfer the management and ownership of the business to the <b>younger generation</b> family members (children) in future.
<b>Senior generation executive manager</b>	The <b>senior generation executive manager</b> is the person responsible for the executive management of the family business. Sometimes a management team manages the business, i.e. more than one executive manager.
<b>Younger generation</b>	The <b>younger generation</b> family member refers to a younger generation family member (children).



## SECTION A

**Indicate to what extent does you agree or disagree with the statements. Mark the applicable block with a cross (X).**

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
<b>A1</b>	Family members discuss all issues that may arise between them.	1	2	3	4	5	6	7
<b>A2</b>	Family members involved in our family business are willing to put in a great deal of effort beyond that which is normally expected of them, in order to help the family business to be successful.	1	2	3	4	5	6	7
<b>A3</b>	I prefer to work in the family business even if I have other career options to choose from.	1	2	3	4	5	6	7
<b>A4</b>	Family members involved in our family business understand their specific roles and responsibilities.	1	2	3	4	5	6	7
<b>A5</b>	In our family business we employ non-family members to supplement our skills.	1	2	3	4	5	6	7
<b>A6</b>	I am able to influence the family business or effect change in it.	1	2	3	4	5	6	7
<b>A7</b>	The family member(s) who takes/take the lead in our family business encourages/encourage others involved in the business to voice their opinions.	1	2	3	4	5	6	7
<b>A8</b>	When conflict arises between family members it is dealt with quickly/immediately.	1	2	3	4	5	6	7
<b>A9</b>	I see our family business as a means to sustain harmonious family relationships for future generations.	1	2	3	4	5	6	7
<b>A10</b>	Our family business has experienced growth in profits over the past two years.	1	2	3	4	5	6	7
<b>A11</b>	Our family members are emotionally attached to one another.	1	2	3	4	5	6	7
<b>A12</b>	In our family business no overlapping of responsibilities exists between members involved in the business.	1	2	3	4	5	6	7
<b>A13</b>	I have confidence in the integrity of my family members.	1	2	3	4	5	6	7
<b>A14</b>	Our family members acknowledge each other's achievements.	1	2	3	4	5	6	7
<b>A15</b>	The senior generation is willing to relinquish control of the family business.	1	2	3	4	5	6	7
<b>A16</b>	It is my own choice to be involved in our family business.	1	2	3	4	5	6	7
<b>A17</b>	Conflict between family members is resolved effectively.	1	2	3	4	5	6	7
<b>A18</b>	Family members have the ability to communicate effectively.	1	2	3	4	5	6	7
<b>A19</b>	Given their compensation, each family member does his/her fair share of work in our family business.	1	2	3	4	5	6	7
<b>A20</b>	Family members in our family business respect each other's opinions.	1	2	3	4	5	6	7
<b>A21</b>	Family members involved in our family business are deeply committed to continuing the business.	1	2	3	4	5	6	7
<b>A22</b>	I see our family business as a legacy to be handed over to future generations.	1	2	3	4	5	6	7
<b>A23</b>	The family member(s) who takes/take the lead in our family business is/are always considerate towards others working in the business.	1	2	3	4	5	6	7

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
<b>A24</b>	Family members involved in our family business are proud to tell others that they work for the family business.	1	2	3	4	5	6	7
<b>A25</b>	Sufficient provision is being made to ensure that the senior generation will be financially secure after retirement.	1	2	3	4	5	6	7
<b>A26</b>	Family members not actively involved in the day-to-day operations of our family business DO NOT interfere in day-to-day business operations.	1	2	3	4	5	6	7
<b>A27</b>	In our family business we involve non-family members to assist us in managing our business.	1	2	3	4	5	6	7
<b>A28</b>	In our family business a clearly defined division of labour exists between members involved in the business.	1	2	3	4	5	6	7
<b>A29</b>	Family members hold regular scheduled meetings concerning our family business.	1	2	3	4	5	6	7
<b>A30</b>	Family members involved in our family business are dedicated to ensuring the success of the family business.	1	2	3	4	5	6	7
<b>A31</b>	I trust the judgement of my family members in making business decisions.	1	2	3	4	5	6	7
<b>A32</b>	Our family members support each other.	1	2	3	4	5	6	7
<b>A33</b>	Our family members care about each other's wellbeing.	1	2	3	4	5	6	7
<b>A34</b>	In our family business we involve non-family members when we have to make important strategic decisions about our business.	1	2	3	4	5	6	7
<b>A35</b>	Family members involved in our family business have agreed on each other's roles or positions in the business.	1	2	3	4	5	6	7
<b>A36</b>	Our family business has a standing agreement on how to address issues that may arise in the business.	1	2	3	4	5	6	7
<b>A37</b>	Our family members trust each other's ability to manage our family business.	1	2	3	4	5	6	7
<b>A38</b>	Differences of opinion between family members rarely lead to serious conflict.	1	2	3	4	5	6	7
<b>A39</b>	The senior generation is willing to share with other family members information concerning the business.	1	2	3	4	5	6	7
<b>A40</b>	We undertake formal strategic planning for our family business.	1	2	3	4	5	6	7
<b>A41</b>	In our family business each family member does his/her fair share of work.	1	2	3	4	5	6	7
<b>A42</b>	The family member(s) who takes/take the lead in our family business considers/consider the opinions of others when making decisions.	1	2	3	4	5	6	7
<b>A43</b>	Family members listen to each other's opinions.	1	2	3	4	5	6	7
<b>A44</b>	I can realise my ambitions through my involvement in our family business.	1	2	3	4	5	6	7
<b>A45</b>	In our family business we sometimes approach non-family members for advice on business matters.	1	2	3	4	5	6	7
<b>A46</b>	Our family members respect each other.	1	2	3	4	5	6	7
<b>A47</b>	Our family members appreciate each other.	1	2	3	4	5	6	7
<b>A48</b>	Conflict between family members is rare.	1	2	3	4	5	6	7
<b>A49</b>	In our family business clearly demarcated areas of authority and responsibility exist between members involved in the business.	1	2	3	4	5	6	7
<b>A50</b>	My involvement in the family business provides me with job security.	1	2	3	4	5	6	7

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A51	Our family business is profitable.	1	2	3	4	5	6	7
A52	The family member(s) who takes/take the lead in our family business has/have the ability to lead the business effectively.	1	2	3	4	5	6	7
A53	Family members involved in our family business are willing to make personal sacrifices to ensure the success of the business.	1	2	3	4	5	6	7
A54	Our family business has a formal document that describes the relationship between the family and the business.	1	2	3	4	5	6	7
A55	Our family business has experienced growth in employee numbers over the past two years.	1	2	3	4	5	6	7
A56	Family members involved in our family business really care about the future of the family business.	1	2	3	4	5	6	7
A57	Our family members prefer to cooperate with each other rather than compete with one another.	1	2	3	4	5	6	7
A58	Family members rarely have serious differences of opinion.	1	2	3	4	5	6	7
A59	I see our family business as a means to create wealth for future generations.	1	2	3	4	5	6	7
A60	If necessary we draw on the expertise of non-family members to assist us with business matters.	1	2	3	4	5	6	7
A61	Our family business has written plans (e.g. estate and/or succession and/or business plans) to guide actions and decisions in the business.	1	2	3	4	5	6	7
A62	Family members involved in the family business have clear work roles and responsibilities.	1	2	3	4	5	6	7
A63	Family members are able to constructively manage conflict between them.	1	2	3	4	5	6	7
A64	Continuing the business into the future will provide employment opportunities for future generations.	1	2	3	4	5	6	7
A65	Family members communicate openly with each other.	1	2	3	4	5	6	7
A66	Our family business has policies (i.e. entry/exit and compensation policies, job descriptions) that guide our actions and decisions in the business.	1	2	3	4	5	6	7
A67	I find my involvement in the family business fulfilling.	1	2	3	4	5	6	7
A68	Family members involved in our family business have agreed on each other's positions of authority and responsibility in the business.	1	2	3	4	5	6	7
A69	Family members not actively involved in the day-to-day operations of our family business DO NOT interfere in business decision-making.	1	2	3	4	5	6	7
A70	Our family members trust each other.	1	2	3	4	5	6	7
A71	Our family members encourage each other to put in their best efforts.	1	2	3	4	5	6	7
A72	Family members freely express to each other their opinions about matters concerning the business.	1	2	3	4	5	6	7
A73	The family has a family forum that meets to discuss family and business matters.	1	2	3	4	5	6	7
A74	Family members are compensated according to their contribution to our business and not according to age and/or gender.	1	2	3	4	5	6	7
A75	The senior generation is willing to delegate authority to other family members.	1	2	3	4	5	6	7
A76	Our family business has experienced growth in turnover over the past two years.	1	2	3	4	5	6	7

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
<b>A77</b>	The financial wellbeing of our family business is secure..	1	2	3	4	5	6	7
<b>A78</b>	External stakeholders (customers, suppliers etc.) treat family members involved in our business equally.	1	2	3	4	5	6	7
<b>A79</b>	The family member(s) who takes/take the lead in our family business inspires/inspire loyalty among those working in the business.	1	2	3	4	5	6	7
<b>A80</b>	Continuing the business into the future will give future generations the opportunity to be involved in the family business.	1	2	3	4	5	6	7
<b>A81</b>	The working arrangement between family members in our business is equitable.	1	2	3	4	5	6	7
<b>A82</b>	Our family business has a formal advisory board (board of directors).	1	2	3	4	5	6	7
<b>A83</b>	Family members meet regularly to discuss matters of mutual interest.	1	2	3	4	5	6	7
<b>A84</b>	I can realise my personal goals through my involvement in our family business.	1	2	3	4	5	6	7
<b>A85</b>	I see our family business as continuing into the future.	1	2	3	4	5	6	7
<b>A86</b>	Expressing different views and opinions is encouraged by our family members.	1	2	3	4	5	6	7
<b>A87</b>	I regard our family business as being financially successful.	1	2	3	4	5	6	7
<b>A88</b>	Family members not actively involved in the day-to-day operations of our family business DO NOT become involved in disagreements between family members working in the business.	1	2	3	4	5	6	7
<b>A89</b>	In our family business each family member is compensated fairly for the work that he/she does.	1	2	3	4	5	6	7
<b>A90</b>	Our family members get along well both inside and outside the working environment.	1	2	3	4	5	6	7
<b>A91</b>	The family member(s) who takes/take the lead in our family business is/are very knowledgeable about the family business operations.	1	2	3	4	5	6	7
<b>A92</b>	The senior generation shows confidence in the ability of other family members to manage the family business.	1	2	3	4	5	6	7
<b>A93</b>	Family members not actively involved in the day-to-day operations of our family business DO NOT play active family members off against each other.	1	2	3	4	5	6	7
<b>A94</b>	In our family business non-family employees form part of the management team.	1	2	3	4	5	6	7
<b>A95</b>	Family members share information with each other.	1	2	3	4	5	6	7
<b>A96</b>	My career needs and interests are closely aligned with opportunities within the family business.	1	2	3	4	5	6	7



## SECTION B

The following information is needed to help us with the statistical analysis of the data for comparisons among different interest groups. All your responses will be treated confidentially. Individual responses will not be seen by any one in the business. We appreciate your help in providing this important information.

**Mark the applicable block with a cross (X). Complete the applicable information.**

<b>B1</b>	<b>I n which age group do you fall?</b>	$\leq 29$	30 - 39	40 - 49	50 - 59	60+
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<b>B2</b>	<b>What is your sex?</b>	Male	Female
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<b>B3</b>	<b>What is your marital status?</b>	Single	Married	Divorce	Widow(er)
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<b>B4</b>	<b>What is your relationship to the family? (Owner/senior generation executive as the basis)</b>						
	Owner	Spouse	Brother	Sister	1 <sup>st</sup> son	2 <sup>nd</sup> son	3 <sup>rd</sup> son
	1 <sup>st</sup> daughter	2 <sup>nd</sup> daughter	3 <sup>rd</sup> daughter	In-law	Other: Specify:		

<b>B5</b>	<b>State your highest academic qualification. Mark the applicable block with a cross (X).</b>	
	Lower than matric	
	Matric	
	Certificate	
	Diploma (Technical College or Technicon)	
	University degree	
	Post graduate degree	

<b>B6</b>	<b>State other jobs/careers before you entered the family business (if applicable)</b>
	Specify

<b>B7</b>	<b>Percentage shares you own in the business?</b>	%
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## SECTION C

This section should be completed by the **senior generation executive manager** of the family business.

**Mark the applicable block with a cross (X). Complete the applicable information.**

<b>C1</b>	<b>How many permanent employees are employed by the family business?</b>							
	1-4	5-10	11-25	26-50	51-100	101-200	201-500	500+

<b>C2</b>	<b>What is the turnover of the family business per year?</b>					
	< R 1 m	R 1-R 2.5 m	R 2.5-R 10 m	R 10-R 50 m	R 50-R 100 m	> R 100 m

<b>C3</b>	<b>In which industry does the business operates?</b>				
	Automotive	Agriculture	Farming	Construction	Food
	Real estate	Retail	Wholesale	Manufacturing	Services
	Other: (Specify):				

<b>C4</b>	<b>What is the age of the business (years)?</b>
	Specify:

<b>C5</b>	<b>How many generations of the family managed and owned the family business over the years (number)?</b>
	Specify:

<b>C6</b>	<b>What is the legal status of the business?</b>			
	Proprietorship	Partnership	Company (private)	Company (public)
	Close Corporation	Co-operative	Business Trust	Franchise
	Other or combination (specify):			

**THANK YOU FOR YOUR TIME.**

**APPENDIX B**

**FAMILY HARMONY DIAGNOSTIC QUESTIONNAIRE**

**INACTIVE FAMILY MEMBERS**



**Developed by:**

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# FAMILY HARMONY DIAGNOSTIC QUESTIONNAIRE

A major concern in most family businesses is the question of its longevity. History is filled with instances of family businesses that failed to survive to the next generation because family members could not resolve their differences or communicate successfully with each other. Harmonious family relationships are, therefore, critical for the sustainability of the family businesses. This questionnaire is designed to collect information to assess the family harmony in a family business and may form the basis for corrective and proactive steps to ensure harmonious family relations, and ultimately, a sustainable family business.

Once you have completed the questionnaire, please place it in the envelope provided. Seal the envelope. The person who co-ordinates the survey in your business will collect the envelopes which will be collected from him/her.

Thank you for your co-operation. We hope that you will find the questionnaire interesting and stimulating.

## GENERAL INSTRUCTIONS

This questionnaire must be completed by the **active family members (employed by the business)**. Virtually all the questions may be answered by making a cross in the relevant block. Use the following key: **1 = Strongly disagree; 2 = Disagree; 3 = Slightly disagree; 4 = Neutral view; 5 = Slightly agree; 6 = Agree; 7 = Strongly agree.** **You must select the number which best describes how you feel about the item.** For example, should you be asked the extent to which you agree with the statement:

"Family members discuss all issues that may arise between them."

and you feel that you slightly agree, you will mark the number 5 (**5 = Slightly agree**) as in the example:

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A1	Family members discuss all issues that may arise between them.	1	2	3	4	X	6	7

It is essential you indicate your choice clearly with a **pen**.

## TERMINOLOGY

Peruse the definitions (terminology). Ensure that you understand all the definitions before you complete the questionnaire.

TERM	DEFINITION
<b>Family member</b>	A <b>family member</b> for the purpose of this diagnosis does not only include the family members of origin (fathers, mothers, brothers and sisters), but also the extended family (uncles, aunts, cousins, nieces, nephews and in-laws).
<b>Active family members</b>	<b>Active family members</b> are family members who are <b>permanently</b> employed by the family business.
<b>Inactive family members</b>	<b>Inactive family members</b> refer to family members <b>not in the service</b> of the business and could include spouses, children, in-laws and siblings.
<b>Senior generation</b>	The <b>senior generation</b> family members (parents) are those family members who are currently in control of the business and who plan to transfer the management and ownership of the business to the <b>younger generation</b> family members (children) in future.
<b>Senior generation executive manager</b>	The <b>senior generation executive manager</b> is the person responsible for the executive management of the family business. Sometimes a management team manages the business, i.e. more than one executive manager.
<b>Younger generation</b>	The <b>younger generation</b> family member refers to a younger generation family member (children).



## SECTION A

**Indicate to what extent does you agree or disagree with the statements. Mark the applicable block with a cross (X).**

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A1	Family members discuss all issues that may arise between them.	1	2	3	4	5	6	7
A2	Family members involved in our family business are willing to put in a great deal of effort beyond that which is normally expected of them, in order to help the family business to be successful.	1	2	3	4	5	6	7
A3	I prefer to work in the family business even if I have other career options to choose from.	1	2	3	4	5	6	7
A4	Family members involved in our family business understand their specific roles and responsibilities.	1	2	3	4	5	6	7
A5	In our family business we employ non-family members to supplement our skills.	1	2	3	4	5	6	7
A6	I am able to influence the family business or effect change in it.	1	2	3	4	5	6	7
A7	The family member(s) who takes/take the lead in our family business encourages/encourage others involved in the business to voice their opinions.	1	2	3	4	5	6	7
A8	When conflict arises between family members it is dealt with quickly/immediately.	1	2	3	4	5	6	7
A9	I see our family business as a means to sustain harmonious family relationships for future generations.	1	2	3	4	5	6	7
A10	Our family business has experienced growth in profits over the past two years.	1	2	3	4	5	6	7
A11	Our family members are emotionally attached to one another.	1	2	3	4	5	6	7
A12	In our family business no overlapping of responsibilities exists between members involved in the business.	1	2	3	4	5	6	7
A13	I have confidence in the integrity of my family members.	1	2	3	4	5	6	7
A14	Our family members acknowledge each other's achievements.	1	2	3	4	5	6	7
A15	The senior generation is willing to relinquish control of the family business.	1	2	3	4	5	6	7
A16	It is my own choice to be involved in our family business.	1	2	3	4	5	6	7
A17	Conflict between family members is resolved effectively.	1	2	3	4	5	6	7
A18	Family members have the ability to communicate effectively.	1	2	3	4	5	6	7
A19	Given their compensation, each family member does his/her fair share of work in our family business.	1	2	3	4	5	6	7
A20	Family members in our family business respect each other's opinions.	1	2	3	4	5	6	7
A21	Family members involved in our family business are deeply committed to continuing the business.	1	2	3	4	5	6	7
A22	I see our family business as a legacy to be handed over to future generations.	1	2	3	4	5	6	7
A23	The family member(s) who takes/take the lead in our family business is/are always considerate towards others working in the business.	1	2	3	4	5	6	7

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A24	Family members involved in our family business are proud to tell others that they work for the family business.	1	2	3	4	5	6	7
A25	Sufficient provision is being made to ensure that the senior generation will be financially secure after retirement.	1	2	3	4	5	6	7
A26	Family members not actively involved in the day-to-day operations of our family business DO NOT interfere in day-to-day business operations.	1	2	3	4	5	6	7
A27	In our family business we involve non-family members to assist us in managing our business.	1	2	3	4	5	6	7
A28	In our family business a clearly defined division of labour exists between members involved in the business.	1	2	3	4	5	6	7
A29	Family members hold regular scheduled meetings concerning our family business.	1	2	3	4	5	6	7
A30	Family members involved in our family business are dedicated to ensuring the success of the family business.	1	2	3	4	5	6	7
A31	I trust the judgement of my family members in making business decisions.	1	2	3	4	5	6	7
A32	Our family members support each other.	1	2	3	4	5	6	7
A33	Our family members care about each other's wellbeing.	1	2	3	4	5	6	7
A34	In our family business we involve non-family members when we have to make important strategic decisions about our business.	1	2	3	4	5	6	7
A35	Family members involved in our family business have agreed on each other's roles or positions in the business.	1	2	3	4	5	6	7
A36	Our family business has a standing agreement on how to address issues that may arise in the business.	1	2	3	4	5	6	7
A37	Our family members trust each other's ability to manage our family business.	1	2	3	4	5	6	7
A38	Differences of opinion between family members rarely lead to serious conflict.	1	2	3	4	5	6	7
A39	The senior generation is willing to share with other family members information concerning the business.	1	2	3	4	5	6	7
A40	We undertake formal strategic planning for our family business.	1	2	3	4	5	6	7
A41	In our family business each family member does his/her fair share of work.	1	2	3	4	5	6	7
A42	The family member(s) who takes/take the lead in our family business considers/consider the opinions of others when making decisions.	1	2	3	4	5	6	7
A43	Family members listen to each other's opinions.	1	2	3	4	5	6	7
A44	I can realise my ambitions through my involvement in our family business.	1	2	3	4	5	6	7
A45	In our family business we sometimes approach non-family members for advice on business matters.	1	2	3	4	5	6	7
A46	Our family members respect each other.	1	2	3	4	5	6	7
A47	Our family members appreciate each other.	1	2	3	4	5	6	7
A48	Conflict between family members is rare.	1	2	3	4	5	6	7
A49	In our family business clearly demarcated areas of authority and responsibility exist between members involved in the business.	1	2	3	4	5	6	7
A50	My involvement in the family business provides me with job security.	1	2	3	4	5	6	7

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A51	Our family business is profitable.	1	2	3	4	5	6	7
A52	The family member(s) who takes/take the lead in our family business has/have the ability to lead the business effectively.	1	2	3	4	5	6	7
A53	Family members involved in our family business are willing to make personal sacrifices to ensure the success of the business.	1	2	3	4	5	6	7
A54	Our family business has a formal document that describes the relationship between the family and the business.	1	2	3	4	5	6	7
A55	Our family business has experienced growth in employee numbers over the past two years.	1	2	3	4	5	6	7
A56	Family members involved in our family business really care about the future of the family business.	1	2	3	4	5	6	7
A57	Our family members prefer to cooperate with each other rather than compete with one another.	1	2	3	4	5	6	7
A58	Family members rarely have serious differences of opinion.	1	2	3	4	5	6	7
A59	I see our family business as a means to create wealth for future generations.	1	2	3	4	5	6	7
A60	If necessary we draw on the expertise of non-family members to assist us with business matters.	1	2	3	4	5	6	7
A61	Our family business has written plans (e.g. estate and/or succession and/or business plans) to guide actions and decisions in the business.	1	2	3	4	5	6	7
A62	Family members involved in the family business have clear work roles and responsibilities.	1	2	3	4	5	6	7
A63	Family members are able to constructively manage conflict between them.	1	2	3	4	5	6	7
A64	Continuing the business into the future will provide employment opportunities for future generations.	1	2	3	4	5	6	7
A65	Family members communicate openly with each other.	1	2	3	4	5	6	7
A66	Our family business has policies (i.e. entry/exit and compensation policies, job descriptions) that guide our actions and decisions in the business.	1	2	3	4	5	6	7
A67	I find my involvement in the family business fulfilling.	1	2	3	4	5	6	7
A68	Family members involved in our family business have agreed on each other's positions of authority and responsibility in the business.	1	2	3	4	5	6	7
A69	Family members not actively involved in the day-to-day operations of our family business DO NOT interfere in business decision-making.	1	2	3	4	5	6	7
A70	Our family members trust each other.	1	2	3	4	5	6	7
A71	Our family members encourage each other to put in their best efforts.	1	2	3	4	5	6	7
A72	Family members freely express to each other their opinions about matters concerning the business.	1	2	3	4	5	6	7
A73	The family has a family forum that meets to discuss family and business matters.	1	2	3	4	5	6	7
A74	Family members are compensated according to their contribution to our business and not according to age and/or gender.	1	2	3	4	5	6	7
A75	The senior generation is willing to delegate authority to other family members.	1	2	3	4	5	6	7
A76	Our family business has experienced growth in turnover over the past two years.	1	2	3	4	5	6	7



		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
A77	The financial wellbeing of our family business is secure.	1	2	3	4	5	6	7
A78	External stakeholders (customers, suppliers etc.) treat family members involved in our business equally.	1	2	3	4	5	6	7
A79	The family member(s) who takes/take the lead in our family business inspires/inspire loyalty among those working in the business.	1	2	3	4	5	6	7
A80	Continuing the business into the future will give future generations the opportunity to be involved in the family business.	1	2	3	4	5	6	7
A81	The working arrangement between family members in our business is equitable.	1	2	3	4	5	6	7
A82	Our family business has a formal advisory board (board of directors).	1	2	3	4	5	6	7
A83	Family members meet regularly to discuss matters of mutual interest.	1	2	3	4	5	6	7
A84	I can realise my personal goals through my involvement in our family business.	1	2	3	4	5	6	7
A85	I see our family business as continuing into the future.	1	2	3	4	5	6	7
A86	Expressing different views and opinions is encouraged by our family members.	1	2	3	4	5	6	7
A87	I regard our family business as being financially successful.	1	2	3	4	5	6	7
A88	Family members not actively involved in the day-to-day operations of our family business DO NOT become involved in disagreements between family members working in the business.	1	2	3	4	5	6	7
A89	In our family business each family member is compensated fairly for the work that he/she does.	1	2	3	4	5	6	7
A90	Our family members get along well both inside and outside the working environment.	1	2	3	4	5	6	7
A91	The family member(s) who takes/take the lead in our family business is/are very knowledgeable about the family business operations.	1	2	3	4	5	6	7
A92	The senior generation shows confidence in the ability of other family members to manage the family business.	1	2	3	4	5	6	7
A93	Family members not actively involved in the day-to-day operations of our family business DO NOT play active family members off against each other.	1	2	3	4	5	6	7
A94	In our family business non-family employees form part of the management team.	1	2	3	4	5	6	7
A95	Family members share information with each other.	1	2	3	4	5	6	7
A96	My career needs and interests are closely aligned with opportunities within the family business.	1	2	3	4	5	6	7



## SECTION B

The following information is needed to help us with the statistical analysis of the data for comparisons among different interest groups. All your responses will be treated confidentially. Individual responses will not be seen by any one in the business. We appreciate your help in providing this important information.

**Mark the applicable block with a cross (X). Complete the applicable information.**

<b>B1</b>	<b>In which age group do you fall?</b>	$\leq 29$	30 - 39	40 - 49	50 - 59	60+
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<b>B2</b>	<b>What is your sex?</b>	Male	Female
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<b>B3</b>	<b>What is your marital status?</b>	Single	Married	Divorce	Widow(er)
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<b>B4</b>	<b>What is your relationship to the family? (Owner/senior generation executive as the basis)</b>						
	Owner	Spouse	Brother	Sister	1 <sup>st</sup> son	2 <sup>nd</sup> son	3 <sup>rd</sup> son
	1 <sup>st</sup> daughter	2 <sup>nd</sup> daughter	3 <sup>rd</sup> daughter	In-law	Other: Specify:		

<b>B5</b>	<b>State your highest academic qualification. Mark the applicable block with a cross (X).</b>	
	Lower than matric	
	Matric	
	Certificate	
	Diploma (Technical College or Technicon)	
	University degree	
	Post graduate degree	

<b>B6</b>	<b>State other jobs/careers before you entered the family business (if applicable)</b>
	Specify

<b>B7</b>	<b>Percentage shares you own in the business?</b>	%
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**THANK YOU FOR YOUR TIME.**