Exploring the Emotional Nexus in Cogent Family Business Archetypes

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Abstract: This article aims at offering a comprehensive framework that describes the emotional nexus, that is, the way emotions bind the family and the business, among cogent family business archetypes. Building on research discussions on family business boundaries and insights from Family Systems Theory, Exchange Theory and Emotional Dissonance Theory, the "Enmeshed Family Business", "Balanced Family Business", and "Disengaged Family Business" are suggested as conceptual refinements of existing typologies in the family business field. Vignette illustrations and descriptions of the emotional characteristics of these three archetypes contribute to defining a family business model inclusive of the emotional dimension. The theoretical and practical implications, limitations, and future research directions on emotions in family businesses are finally discussed.

Keywords: Family business, Emotional nexus, Boundaries

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Introduction

The important role emotions play in family businesses is gaining increasing recognition among family business scholars. Although these organizations are predominant throughout the world (Faccio and Lang 2002; López de Silanes, La Porta, and Shleifer 1999), no exhaustive business model based on their characteristics and inclusive of the dimension of emotions has yet been elaborated. Family business may represent futile ground for the study of emotions within business organizations.

In the last two decades, business organizations have been generally viewed as highly emotional arenas (Fineman 2003) and have been as such thoroughly researched by the organizational behavior field (Rafaeli, Schwartz, and Tschan 2007) without a clear distinction between family and non-family business organizations. Until recently, family business scholars have mainly attributed emotions to the family system (Carlock and Ward 2001; Fleming 2000; Kepner 1983; Whiteside and Brown 1991), whereas it is still the least studied part of the family business phenomena (Dyer 2003; Rogoff and Heck 2003).

This article responds to the recent calls by scholars for more thorough research on emotions in the family business (Astrachan and Jaskiewicz 2008; Brundin, Patzelt, and Shepherd 2008; Labaki, Michael-Tsabari, and Zachary 2013) while looking at both systems of the family and the business (Brundin, Florin-Samuelsson, and Melin 2008; Van-den-Heuval et al. 2007).

The complexity of studying emotions at the nexus of two systems rather than one is complicated by the heterogeneity of family businesses that must be accounted for (Corbetta and Salvato 2004; Sharma, Chrisman, and Chua 1997). Several typologies have been suggested to define family businesses based on organizational and behavioral characteristics. The most commonly used typologies are based on the criteria of life cycle, recognizing different ownership structures and stages of business growth. Looking at ownership and business characteristics, no typology has yet been suggested to explain emotions in family businesses neither the nexus of emotions between the family and the business systems.

Given these gaps of studying emotions in family businesses on one hand and the heterogeneity of these organizations on the other hand, our article aims at offering a comprehensive framework that describes the emotional nexus, that is, the way emotions bind the family and the business, among cogent family business archetypes. We maintain that a systems view is necessary to understand the emotions rooted in each family and business system as well as their interfaces and their evolution from one system to another. We propose three distinct archetypes to describe emotional characteristics in family businesses. We capture the heterogeneous behavior of these family businesses based on the organizational behavior, family therapy and family business literatures. In particular, we combine constructs from three relevant theories for the study of emotions in family businesses, following the recommendations by Labaki, Michael-Tsabari, and Zachary (2013), such as the Bowen's Family Systems Theory, the Exchange Theory and the Emotional Dissonance Theory, to define a more consistent typology of family businesses on which future research on emotions can build. These archetypes are based on current typologies in the family business literature that look into boundaries between the two systems (Distelberg and Blow 2011; Distelberg and Sorenson 2009; Sundaramurthy and Kreiner 2008; Zody et al. 2006). They also account for the phases of evolution of the family business as defined by Ward's (1987) earlier work (early, middle and late life stages).

Three archetypes of family businesses are therefore presented in the article: Enmeshed Family Businesses (EFB), Balanced Family Businesses (BFB) and Disengaged Family Businesses (DFB) in terms of family and business systems components (differentiation of self, boundaries, cohesion and adaptability) and their emotional characteristics (capital, norms, resources and rewards exchanges and culture).

The contributions of the article are theoretical and practical. Our typology of three archetypes captures the basic differences among family businesses based on their emotional nexus between the family and the business. These differences may be linked to types of behavior such as management style, decision-making or governance. The theoretical definition of the three emotional archetypes may have practical contributions, since family research has established modes of practice and advice that can be adopted to guide family firms that have been diagnosed out of these archetypes. This study also contributes to the existing literature on emotions and organizational behavior because we transpose the existing theoretical frameworks from the organizational behavior field to the family business field on one hand, and on the other hand, enrich the theories of emotions by shedding light on an original and complex organizational setting, that is the family business.

In order to explore the emotional nexus in the family business, we set the theoretical ground and build on the related literature to suggest specific archetypes of the family business system that are based on their emotional nexus. Using these archetypes allows for a general frame of reference with vignette illustrations to understand the dynamics of their emotions that may guide behavior. We conclude by showing the contributions, limitations and future orientations of the study.

Theoretical framework for the nexus of emotions in the family business

We refer in the present article to one widely accepted definition of emotion as an expression which aims at the emergence of behavior that is profitable to the individual and the community (Frijda 1986). Unlike other possible definitions that look at the individual and felt level of emotions, we aim at the social level of emotions which manifests in observed behavior. The nexus of emotions in the family business refers to the way emotions bind the family and the business while being expressed and translated into behavior in each of the systems. From a family business systems' view, analyzing the nexus of emotions between the family and the business is not an easy task given the gaps in the literature about emotions in family businesses. At the same time, it requires building on theoretical underpinnings from different fields to account for the heterogeneity of family businesses given their emotional characteristics.

This literature review looks into three theories and builds on their main constructs: Family Systems Theory, Exchange Theory, and Emotional Dissonance Theory. The Family Systems Theory sets the basis of the analysis by pointing out to the emotional foundations of the family, mainly through the constructs of boundaries, differentiation of self, cohesion and adaptability. The Exchange Theory complements the analysis by showing how emotions – viewed as symbolic resources and rewards – can flow from the family system to the business system (and vice versa). Finally, the Emotional Dissonance Theory contributes to defining the norms of expression of emotions in the family and the business. These theoretical perspectives operate under a systems' holistic view that allows us to consider consistent interactions between the environment and the family business (Pieper and Klein 2007), therefore introducing the role of culture in shaping the emotional nexus in family businesses. The theories and their main constructs on which we build to describe the archetypes are also presented.

Family systems theory

The first theory is Bowen's Family Systems Theory (Bowen 1978; Kerr and Bowen 1988), which describes the complex human interactions in different systems (family, workplace etc.) by using systems thinking. This theory views the family as an emotional unit and a multigenerational system where the emotional functioning of the different members is totally *interdependent*. It suggests that families differ somewhat in the degree of emotional interdependence, pointing out to the potential emotional differences between family businesses. The emotional interdependence evolves to promote *cohesiveness* which families require to protect, shelter and feed their members. Heightened tension or anxiety, however, can intensify these processes which promote unity and teamwork, and this can lead to problems.

Differentiation of self is one of the main concepts of the theory. It defines the individual's frontiers delineating the intellect and emotions regarding relationships with others. Being assessed on a continuum, families differ in the intensity of their emotional and intellectual interdependence depending on the differentiation levels of their members ranging from highly to poorly differentiated members, with members at many gradations between these extremes.

In addition, this theory suggests that a historical and muligenerational perspective of the family can help explaining current states as well as predicting future emotional functioning of the family because some patterns are reproduced over generations. Key events heighten anxiety among family members (e.g. the succession experience after a sudden death of the founder/manager), thus impacting their emotions. This might lead to an imbalance in family emotions which can evolve towards homeostasis, depending on the adaptability characteristics of the family. By dealing with the emotional forces that operate in the family over the years in recurrent patterns, Bowen's Family Systems Theory allows for predictions of the emotional functioning of next generations and can be applied as a rich framework to study the business family's emotional dynamics (Dunn 1999; Labaki, Michael-Tsabari, and Zachary 2013).

Exchange theory

The second theory we explore is the Exchange Theory which treats emotions as symbolic resources and returns. While being widely used to explain marital relationships, the Exchange Theory has special relevance for understanding the family business (Labaki, Michael-Tsabari, and Zachary 2013). The theory's main assumption is that social structural patterns are a reflection of the individual's *economic motives* (Sabatelli and Shehan 1993), which allows exploring the interplay of economic and social factors in family life (Ruben 1998). The central focus of this theory is that rational actors choose a course of action that produces the greatest benefit, which is defined by the ratio of *rewards* to *costs* for any decision (White and Klein 2002). Emotions are not only considered as one component of socio-emotional and symbolic resources and returns (Bagarozzi 1993; Ruben 1998; Sabatelli and Shehan 1993) but also as results out of exchanges. For example, anger, distress and love play a crucial role in the calculations that actors make regarding their investment in relationships and their rewards (Longmore and Demaris 1997; Sabatelli and Shehan 1993). Individuals in inequitable exchanges feel more distressed than equitably treated individuals: an under-benefited individual may feel anger while an over-benefited may feel guilt (Longmore and Demaris 1997).

Translating these theory's insights into the family business context suggests that calculations of costs and rewards are relevant in both systems since the systems of family and business coexist side by side. The overlap between the systems could therefore lead to a utilitarian calculation of costs in one system that would lead to rewards in the other, and vice versa. Emotional costs and rewards do not need to be focused only in one system – an individual can invest in one system and get his or her reward in the other. Therefore, the Exchange Theory is a valuable theory to explain the transference of emotions from one system to the other in the family business (Labaki, Michael-Tsabari, and Zachary 2013).

Emotional dissonance theory

The third and last theory we examine is the Emotional Dissonance Theory which looks at emotions as dynamic expressions within norms. As argued by Frijda (1986), emotion is intrinsically related to expression. Understanding the emotional interactions in the family and business systems through the lens of emotion expression entails the analysis of the existing *emotion norms* in the family and the business, in particular relating to the expected gap between *expressed* and *experienced emotions*. The Theory of Emotional Dissonance (ED) (Abraham 1998b; Morris and Feldman 1996; Zerbe 2000) and related insights from the Theory of Emotion Regulation (Gross 1999) are useful in this endeavor.

Emotional Dissonance, also called Emotive Dissonance, derives from the concept of cognitive dissonance and stems from the Emotional Labor Theory. Emotional labor is a process of emotion management whereby individuals control their emotions by displaying what is perceived as "acceptable" (Ashforth and Humphrey 1993; Hochschild 1983). The emotional dissonance is a process that originates from the conflict between expressed and experienced emotions (Abraham 1998a) and leads to suppressing felt but undesired emotions (neutral, positive or negative), while expressing unfelt emotions (neutral, positive or negative) instead (Hochschild 1983).

Whereas the organizational behavior literature heavily studied the expression of emotions of employees who work in specific industry sectors and positions, where they are expected to display predefined emotions in order to influence customers' satisfaction and organizational performance, no study in a family business setting has been reported to date (Labaki, Michael-Tsabari, and Zachary 2013). Studying emotional dissonance entails taking into account the emotion regulation processes intended to modify emotional reactions. From a complementary and more general angle, emotion regulation refers to "the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions" (Gross 1998, 275).

In the organizational behaviour literature, this discrepancy between experienced and expressed emotions is either thought of as a spontaneous or automatic process – such as emotional harmony (Ashforth and Humphrey 1993) or passive deep acting (Hochschild 1983), either as an intentional process designed to abide by certain occupational (Hochschild 1979), behavioral (Sutton 1991) and organizational norms (Rafaeli and Sutton 1989). In both cases, it aims at attaining a positive outcome that is beneficial to all parties involved in the emotional process.

In the family psychology literature, this discrepancy is rather thought of as an outcome of a socialization process which is mainly rooted in the family. Stated differently, the family's climate shapes the emotional norms to which the individuals would refer before expressing their emotions at different extents in the family and other settings (Thompson and Meyer 2007). Therefore, combining the family and organizational behavior literatures allows for a better understanding of emotional expressions through the emotional norms in different family businesses. In the next section, we build on these three theories from family and organizational studies using their main constructs to suggest three archetypes of family firms and explain the emotional nexus between the family and the business.

Towards a cogent typology of family businesses for the study of emotions

Family businesses are not a monolithic or homogeneous group in terms of organizational, behavioral and family characteristics (Corbetta and Salvato 2004; Klein 2008; Sharma, Chrisman, and Chua 1997). As mentioned earlier, several typologies of family businesses have been suggested in the literature to account for these differences. The most commonly used are based on the criteria of the life cycle recognizing different ownership structures (Gersick et al. 1997). Given that emotions are context specific (Gooty et al. 2010), these typologies do not account for emotions nor for the emotional interactions within the family and between the systems of family and business.

Family business scholars have also suggested other typologies based on the interface between the two systems such as looking at the preference of one system over the other (Birley 2001; Birley, Ng, and Godfrey 1999) or the permeability of their boundaries (Sundaramurthy and Kreiner 2008). Since we wish to explore the nexus of emotions between the family and business systems, this current stream of research, namely the theoretical work examining the different levels of enmeshment or detachment between the systems, is the direction we would like to undertake and enhance. We will briefly review the existing arguments and further develop this work to introduce three archetypes of family businesses.

Building on Boundary Theory, Sundaramurthy and Kreiner (2008) proposed different types of family and business interactions based on a continuum of identity ranging from segmented to integrated identity boundaries. Other authors such as Distelberg and Blow (2011), Distelberg and Sorenson (2009) and Zody et al. (2006) pushed the analysis further by accounting for the degree of mutual influence between the family and the business while focusing on the family system and suggesting a typology of family businesses based on the family therapy and psychology literatures. More specifically, they relied on the constructs of "system boundaries" and "differentiation of self" as basic criteria to distinguish between different types of family businesses. The main characteristics of the typologies drawn from these four research pieces are summarized in Table 1.

Building on Family Systems Theory (Bowen 1978), Distelberg and Sorenson (2009) provided a framework for interpreting family businesses holistically. They described a continuum of value emphases in family businesses between two poles: an extreme of family-first value orientation on one side and business-first value orientation on the other side. A balanced system is located in the middle of the continuum and two more moderate types are located on each side. This gave a total of five types of family businesses: one that is balanced, two that favor the family system, and two that favor the business system (Distelberg and Sorenson 2009).

Based on Bowen's (1978) ideas about the differentiation of self, the closer a family business is to the balanced type in the middle of the continuum, the more differentiated the two systems of family and business are: "In systems characterized by differentiated orientations, each system recognizes the benefit and cost of the relationship with the other systems, each maintains the relationship because it values the relationship, and more important, each party recognizes that it is more successful through its partnership than on its own" (Distelberg and Sorenson 2009, 72). The two extremes represent undifferentiated systems which Bowen calls "enmeshed" (Bowen 1978), where the business is emphasized until depletion of the family on one side, or the family emphasized up to the extreme of depleting the business (Distelberg and Sorenson 2009). By adopting Bowen's (1978) description of enmeshed family types, Distelberg and Sorenson (2009) claim that "Family businesses that are characterized by undifferentiated

Table 1: Selected family business typologies based on the interfaces between the family and the business systems.

Authors	Main theoretical grounding	Focus of study	Main conceptual/empirical findings
Zody et al. (2006)	Circumplex Model Systems Theory	Degree of mutual influence of the family and business systems via the analysis of the "boundaries-performance" links in the family and the business	Enmeshment in the family and the business systems is conceptually suggested as an outcome of extremely permeable boundaries versus disengagement as an outcome of extremely rigid boundaries
Sundaramurthy and Kreiner (2008)	Boundary Theory Systems Theory	Characteristics of boundaries (permeability and flexibility) given the degree of overlap between the family and the business	Family businesses exist on a continuum of segmented to integrated family and business identities
Distelberg and Sorenson (2009)	Bowen's Family Systems Theory	Family business value orientation	Five family types exist on a continuum of family-first value emphasis versus business-first value emphasis
Distelberg and Blow (2011)	Social Networks Analysis General Systems Theory	Variations of the boundaries' strength in family business systems	Family businesses exist on a continuum of boundaries' strength analysed from a communication network perspective in the family, the business and the ownership, and ranging from rigid, to permeable, and to diffuse boundaries.

systems tend to exhibit multiple kinds of problematic relational dynamics, such as fusion, disconnects, emotional triangles, and projection of blame … [and] are also likely to see rigidity in roles and rules" (Distelberg and Sorenson 2009, 72).

While focusing on the characteristics of boundaries of the family and business systems, Zody et al. (2006) propose to translate the well-documented typologies of the family by Olson and others (Olson and Gorall 2003, 2006; Olson et al. 1992) into the family business to identify both family and business typologies based on the degrees of permeability of the boundaries. The typology by Olson and others (Olson 1989, 2000; Olson and Gorall 2003) is useful since it recognizes different types of families based on the dimensions of family cohesion and adaptability. Family cohesion is viewed as the emotional bonding between family members ranging from enmeshed/overly connected, to very connected, to connected, to somewhat connected (balanced) to disengaged/disconnected. Family adaptability refers to the degree of change allowed in leadership, role relationships, and relationship rules in situations subject to stress. Families can range from overly flexible/chaotic, to very flexible, to flexible (balanced), to somewhat flexible, to rigid/inflexible. By translating this typology to family businesses, the authors suggest conceptually that enmeshment in the family and the business systems can be thought of as the outcome of extremely permeable boundaries whereas disengagement is the outcome of those that are extremely rigid. Michael-Tsabari and Lavee (2012) have recently shown that the first generation of the family business tends to be rigidly-enmeshed according to this model along with permeable boundaries between systems.

Distelberg and Blow (2011) extended the analysis by focusing on the variations of system boundaries in the family business, viewed on a continuum from rigid, to permeable, and to diffuse. Although they mainly focus on the communication networks in the family and the business to identify boundaries patterns in terms of strengths continuum, their analysis adds to our knowledge of the family and business boundaries. Their empirical study identifies family business types with rigid boundaries, defined by the tendency to distance from the family system and the existence of a separate or secondary network of communication with little to no communication and resources flows across the family system boundary. The second category of permeable boundaries reflects family business systems where there is a balanced amount of family communication flow across the family system boundary. The final category of diffuse boundaries refers to family business systems with a relatively weak boundary around the family system, leading to high connections between family and non-family members.

By drawing attention to the various degrees of overlap between the family and the business, Sundaramurthy and Kreiner (2008) identified a continuum of segmentation–integration between segmented identities of the family and the business on one side and integrated identities of the family and the business on the other side. Their discussion was mainly based on Boundary Theory and emphasized the permeability and characteristics of the boundaries between the two systems.

For the purpose of the current article, we build on the description of typologies suggested by Distelberg and Blow (2011), Distelberg and Sorenson (2009), Zody et al. (2006), and Sundaramurthy and Kreiner (2008) by translating the focus to the emotional interactions between the family and the business. The typologies suggested by these scholars mention emotions only indirectly when referring to the family and the business systems and related constructs such as identity, boundaries and behavior. We will use these suggested typologies while focusing on the emotional dimension at the nexus of the family and business systems and complement them by drawing on Ward's (1987) early three stages of the family business evolution: early, middle and later stages. Three archetypes of family businesses are therefore analyzed with illustrative vignettes: EFB, BFB and DFB.

Enmeshed family businesses (EFBs)

The archetype of EFB correlates with Sundaramurthy and Kreiner's (2008) "Integrated Identities", with the rigidly enmeshed family type according to Zody et al.'s (2006) and Michael-Tsabari and Lavee's (2012) references to the Circumplex types, to the undifferentiated family business described by Distelberg and Sorenson (2009) using Bowen's (1978) differentiation construct, and to the family business with a diffuse family boundary as identified by Distelberg and Blow (2011) based on The General Systems Theory.

The term "enmeshment" refers to extreme high levels of cohesion resulting in too much consensus within the family and too little independence of its members (Olson 2000; Olson and Gorall 2003). An extreme amount of emotional closeness and loyalty are demanded. "Individuals are very dependent on each other and reactive to one another. There is a lack of personal separateness and little private space is permitted. The energy of the individuals is mainly focused inside the family and there are few outside individuals, friends or interests" (Olson 2000, 147).

Enmeshed families at the extreme end of Olson's (Olson 1989, 2000; Olson and Gorall 2003) Circumplex Model have extreme low levels of flexibility. This dimension focuses on the change in a family's leadership, roles and rules (Olson 1989, 2000). Extreme low levels of flexibility lead to rigid relationships mainly in terms of role changes. In these families, "one individual is in charge and is highly controlling. There tend to be limited negotiations with most decisions imposed by the leader. The roles are strictly defined and the rules do not change" (Olson 2000, 149). Anecdotal evidence along with family business literature suggests that family businesses tend to have diffuse boundaries between the two systems, with a great deal of tangible and intangible resources moving across the family system boundary (Distelberg and Blow 2011; Zody et al. 2006). The characteristics of a rigidly enmeshed family resemble those of first generation family businesses (Distelberg and Sorenson 2009; Michael-Tsabari and Lavee 2012), as described by Distelberg and Sorenson (2009) while also referring to Ward (1987):

> The early stage is marked by an entrepreneurial culture fuelling a desire for the firm to survive. In this stage, resource needs are high and the founder engages in less planning and more spontaneous decision making with a vision and passion for the business. While early stage founders will vary to the extant they merge their business and family identities, they are more likely to draw on their family social networks and financial resources and values. Moreover, the family and business needs are likely to be consistent and the family business most likely represents a substantial portion of the owner's assets. Furthermore, in most family businesses the owner serves as the president for over 20–30 years, a sufficient time in which to influence the business culture and identity (Ward 1987). These institutional conditions are likely to steer the firm toward integration of family and business identities (Distelberg and Sorenson 2009, 424).

Enmeshed systems tend to lose differentiation between individuals and systems which will cause the EFB members to "be unable to see the Family Business System as three interdependent systems; therefore they would be unable to see the need to add support to one system versus the other" (Distelberg and Sorenson 2009, 77). Further to high cohesion, rigidly enmeshed families are characterized by low levels of adaptability which is described by authoritative leadership and high controlling parents, limited negotiations, decision taken by parents, well defined roles, usually traditional male–female roles, and unchanging rules (Olson 1989). These descriptions tend to be very similar to the descriptions of the patriarchal family and the paternalistic firm which is typical of the first generation family businesses (Dyer 1986; Kets-de-Vries 1996; Michael-Tsabari and Lavee 2012).

Vignette 1: Steinberg

Originally started as a grocery store in Montreal (Canada), Steinberg grew into over a 170 store chain with 17,500 employees. Sam Steinberg who built and controlled the business, worked together with his siblings, his four daughters and his sons-in-law who were all employed in managerial positions at one time or another. Descriptive accounts of the family being overly enmeshed in the first generation were recently analyzed in the literature (Michael-Tsabari & Lavee, 2012). The family was characterized by extreme closeness. Loyalty was demanded, and little autonomy was allowed. The family and the business were totally fused: "the line between the Steinberg's and Steinberg Inc. was at times almost invisible... If you were a part of the family and you weren't part of the

Steinberg organization, you almost felt like an outsider … you felt like a deaf-mute" (Gibbon and Hadekel 1990, 97). As predicted by the Circumplex Model, rigidly enmeshed families have difficulties to deal with a crisis (Lavee and Olson 1991; Olson and Lavee 1989). This may explain why shortly after Sam's death, disputes between the four daughters erupted and caused the sale then the failure of the empire, demonstrating how quick and dominant was the flow of emotions and behavior between the two systems.

Balanced family businesses (BFBs)

The archetype of BFB correlates with the differentiated family type according to Zody et al.'s (2006) reference to the Circumplex types, to the balanced family business described by Distelberg and Sorenson (2009) using Bowen's (1978) self-differentiation construct and to the family business with permeable family system's boundaries identified by Distelberg and Blow (2011).

The balanced archetype is characterized by clear boundaries with good balance between great closeness and separation, between shared time and separate time (Olson 1989). There is an independent decision-making process, but at the same time decisions are also taken together. In addition to collaborations and policies guiding resources, effort is made to keep family and business balanced (Distelberg and Sorenson 2009). A balanced amount of family communication flows across the family system boundary (Distelberg and Blow 2011).

Since differentiation is defined as the interplay between togetherness and individuality (Bowen 1978), at this stage a family member is described as being able to define his or her own life goals and values apart from the family firm while staying connected to it (Zody et al. 2006). Unlike the centrality of the founder at the enmeshed stage (Sundaramurthy and Kreiner 2008), leadership in the balanced families is sometimes shared and democratic (Olson 1989). Roles and responsibilities are stable but can be shared, rules are anticipated and fair and can be flexible when needed (Olson 1989).

These descriptions resemble the family business types of the Collaborative Family (Dyer 1986) and the Professional Family (Dyer 2006) that are the next evolutionary stage after the founder's first generation. Dyer (1986) claims that only few families succeed to move on to patterns of cooperation after the founder's death. At this stage, there is more sharing with spouses and children in the decision-making process and goals are set together cooperatively out of a desire for solidarity and mutual dependence. Relationships and business governance are based on professional rules (Dyer 2006). The differentiation between systems advocated by family firm consultants (Zody et al. 2006) results in the family's decision to separate between business and family in a way that the business is usually run by professional managers to avoid conflicts and disputes (Dyer 2006).

Vignette 2: Real Estate Enterprises

A fifth-generation owner and his two sons manage *Real Estate Enterprises*, a real estate investment, development and management business, which originally got its "roots" in a family-owned retail lumber company. The lumber company was operated by 8 males with 83 family stockholders and, at its height, there were 87 retail stores throughout New England (USA). The current real estate portfolio includes approximately 3 million square feet of retail, office, industrial, residential and self-storage buildings. A family financial subsidiary, which is a direct outgrowth of the legacy lumber business, is an active private lender in the region. The family is actively pursuing new real estate investments with a "middle markets" niche where rewards outweigh risk.

An unspoken rule of the family business is the requirement to bring outside experience to the table. Both sons had 7 years of outside experience in the industry before joining the business. Due to prior successes, both brought confidence, a fresh perspective and a range of professional contacts to the multi-generational firm. Each family member participates in family business learning sessions through forums, regular conferences and membership in relevant organizations. The family has also developed, along with its associates, a framework for working together. The actual agreement practiced in *Real Estate Enterprises* was adapted from copyrighted company records of 1980. Among the major tenets of the agreement, the team leaders are expected to continually focus on individual expression of feelings (expressed from the first person) and validating those of their associates. "We will keep channels of communication open within our organization in an effort to combat *climbing the ladder of inference*." Individuals and teams are also asked to focus on the future ("How do we prevent this from happening again?") rather than the past: "We will resolve errors or problems directly, using an *outcome* (positive and future) frame versus a *blame* frame." Leadership recognizes and acknowledges that mistakes are inevitable and are used as a "growing" tool: "We will apologize for our inappropriate behavior." They also believe in the importance of understanding, respecting and appreciating the skills and challenges each member of the organization brings to the team.

These family business characteristics refer to the balanced type where the boundaries seem to be clearly defined, and where the expression of emotions and communication are encouraged. They are also in line with Olson's (2000) arguments that the better the communication, the more balanced the family system. Although this vignette focuses on the business system in its details per above, it is known from prior research that the family system is often manifested in the business system (Zachary 2011; Zachary, Danes, and Stafford 2013). The major tenets of this family business agreement are indeed rooted in its family system. Thus, this long-running and successful fifth-generation family in business is balanced on the dimensions of cohesion and adaptability, with its owning family dynamics mirroring the way the business is operated and each system enhancing the other.

Disengaged family businesses (DFBs)

The archetype of DFB correlates with Sundaramurthy and Kreiner's (2008) Segmented Identities, with the disengaged family business according to Zody et al.'s (2006) reference to the Circumplex types, and family businesses with a rigid family system's boundary according to Distelberg and Blow (2011). Bowen's (1978) differentiation construct refers to the detached end of the continuum viewed as the opposite of enmeshment. Olson and others (Olson 1989, 2000; Olson and Gorall 2003) describe chaotically disengaged families as having unstable leadership, ineffective discipline, inconsistent outcomes, impulsive decisions, constant negotiations, lack of role clarity, emotional separateness, lack of loyalty to the family, very low mutual involvement and a tendency for independent decision making.

Zody et al. (2006) describe disengaged family businesses as having rigid boundaries between the two systems while each system becomes primarily concerned with its own needs and wants: "Conflict may emerge when those needs are treated as though they are in competition with one another" (Zody et al. 2006, 189). Sundaramurthy and Kreiner (2008) define the segmented family business as more formalized with a "corporate" atmosphere, higher commitment to business values with no cross-realm talk within and about the two systems, and with high managerial positions held by professional managers and not by family members. These descriptions resemble the Cousins Consortium (Lansberg 1999), the Conflicted Family (Dyer 1986) and the Self-Interested Firm (Dyer 2006) that is the last evolutionary stage claimed by Ward's (1987) three stages of the family business evolution: early, middle and later stage.

At this later stage of the family business, there is usually a big span of different interests, ages and goals between the family members (Lansberg 1999). This archetype tends to be characterized with the pursue of family members' personal interests over the firm's benefit, with fragmented ownership between many family members who do not share the firm's vision and goals (Dyer 2006; Labaki 2011). Disengaged families have rigid boundaries and "family members may … become preoccupied with their own wants and needs. Within these systems, the threshold for stress is enormous and a great deal is often required before members mobilize mutual support for one another" (Zody et al. 2006, 190). Family members at this stage have no shared goals while personal interests guide the family's actions (Dyer 1986). Their relationships are characterized by mutual distrust, constant conflict and an atmosphere of distance and alienation (Dyer 1986).

Vignette 3: Nova Group

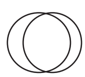
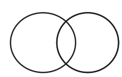
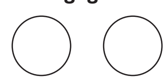
This family-owned business, operating in the food distribution, has started as a grocery store in Northern France and grown over three generations as a multinational business with 150,000 employees. At the cousins consortium's ownership stage, the increasing business competition and the growing needs of family shareholders, mostly non-active in the business, became crucial challenges for the family business. As a family board member explains: "It was clear that the leader who used to federate the whole family group was missing (…) The moral authority, represented by the founder who knew how to lead his boat and to motivate and unite the family, has disappeared (…) as well as the values he had set the stage for". The founder's guiding principles related to sacrificing the personal interest in favour of the general interest were not followed. Most family shareholders were rather sacrificing the family cohesion interest in favour of the business financially-oriented goals. Family members were not allowed to work in the family business anymore to avoid nepotism problems (Labaki, 2011).

The family cohesion started to significantly weaken and the family adaptability turned into chaotic. Conflicting interests between active family shareholders on the board and non-active family shareholders emerged in the public arena. A shareholder agreement was established to avoid the loss of the family control of the business by binding the shareholders in terms of ownership transfer. This was perceived by the non-active shareholders' clan as a "hurdle:" "We felt entrapped or suffocated by this shareholders agreement (…) Two or three of us attempted a court trial… We won the court case. The other clan had to dissolve the agreement and give us satisfaction … ."

Building on the analysis of the Nova family business case by Labaki (2011), the family type was identified as chaotically disengaged, referring to extremely low levels of cohesion and high levels of adaptability. The open expression of anger and the rigidly segmented boundaries between the family and the business, especially in terms of rules allowing the family members to engage in the business, are additional characteristics of the DFB type. Given the dissolution of the shareholders' agreement, the majority of family shareholders ended up by selling their shares, which has led to a significant decrease of the family ownership and to the loss of control of the business by the family.

By extending the above vignette illustrations and insights from the literatures in the family business, organizational behavior and family therapy fields, we suggest delineating the emotional characteristics of each identified family business archetype, as described in Table 2.

Table 2: Family business archetypes and their emotional characteristics.

Archetypes / Components	**Enmeshed FBs** 	**Balanced FBs** 	**Disengaged FBs** 
Case vignettes:	*(1) Steinberg*	*(2) Reat Estate Enterprises*	*(3) Nova Group*
Family and business systems:			
a. Differentiation of self	Low	Medium	High
b. Systems boundaries and identity boundaries	Diffuse and integrated	Permeable and partially segmented	Rigid and segmented
c. Cohesion	High	Medium	Low
d. Adaptability	Very rigid	Balanced	Overly flexible
Emotional characteristics:			
e. Emotional capital	High	Medium/High	Low
f. Exchange of emotions	Transfer of emotions from system to system	Balanced	Cut-off between systems: each is treated separately
g. Emotional dissonance norms	Mixed between Systems	Balanced norms	Separated for each system
h. Culture orientation	Collectivistic: harmony, sympathy, loyalty	Balanced	Individualistic: self-actualization, expression of anger

Emotional characteristics of the family business archetypes

We combine the theoretical constructs imported from family and organizational literatures with the family business specific context, and discuss the emotional capital, exchange of emotions between family and business, emotional norms in these systems and the cultural perspective of emotions.

Emotional capital

Sharma (2004) proposes a typology of family businesses based on family and business performance dimensions. She assumes that good business performance indicates high financial capital while good family performance indicates firms with high cumulative emotional capital (Sharma 2004). Whereas there is no clear definition for emotional capital, some valuable explanations are provided. A high-emotional capital is perceived as synonym to family harmony and warm hearts, whereas a low-emotional capital denotes tension or failed family relationships. Families with high levels of emotional and financial capital "[E]njoy high cumulative stocks of both financial and emotional capital that may help sustain the family and business through turbulent economic and emotional times" (Sharma 2004, 7). Emotional capital stands parallel to financial capital in the business, as a kind of familial currency, reminding us of the idea of resources and rewards of the Exchange Theory as described earlier. By translating these insights to our typology, it is possible to argue that EFBs are characterized by high-emotional capital whereas the DFBs by low-emotional capital, assuming medium to high levels of emotional capital for BFBs.

Still others (Danes et al. 2009) have shown the direct effects and contributions of human capital and social capital on gross revenue and perceived success of the business. Their measures for each type of capital included a business-first orientation variable similar to Distelberg and Sorenson (2009).

The exchanges of emotions contribute to the analysis of the potential effects on the family business.

Exchanges of emotions between the family system and the business system

In an Exchange Theory perspective, it is possible to draw a series of observations on the exchanges of emotional costs and rewards in each identified archetype across family and business systems. Several researchers show that family business leaders try to achieve business and family goals simultaneously, and therefore aspire to gain an equilibrium in both systems at the same time (Miller et al. 1999; Riordan and Riordan 1993). We suggest that each archetype would differently view and transfer emotions as resources (costs) and rewards between the family and business systems.

In the EFB archetype, the whole structure could be considered as one complete system, which would dramatically influence the costs and rewards calculations that family members make. Family members would therefore be more willing to accept emotional costs in the family that would translate into and be compensated by emotional rewards in the business. This possibility can be explained due to the higher costs of family dissolution, which increase the family dependency on family business.

Given the permeable boundaries between the family and the business, the BFB is expected to succeed in keeping the two systems close enough yet separate enough in order to gain from the exchange of emotions between the family and the business without paying the price of complete separation or enmeshment. Emotions would play a fair role as costs and rewards across systems.

On the opposite side, in the DFB archetype the exchange calculations would be separated for each system and emotions would have a lesser degree of transference between family and business. In this case, the relationship between costs and rewards are examined for each system separately. A higher emotional cost on the family side would not be calculated in accordance with business rewards, leading to unrelated connections between costs in one system and rewards in the other. This line of reasoning might contribute to explaining conflicts and disputes that rise in DFBs, when utilitarian calculations of costs in one system are not compensated by rewards in the other. Emotions are also expressed differently in both the family and the business, according to the emotional dissonance norms that are implicitly or explicitly instituted in each archetype.

Emotional dissonance norms

Research on emotions in the family setting offers several possible explanations on the constitutions of emotional dissonance norms in the family business. In particular, researchers dealing with issues and strategies of emotions regulation in the family suggest that skills of emotion self-regulation are to a large extent socially constructed (through socialization processes since childhood), mainly in the family (Thompson and Meyer 2007). According to Thompson and Meyer (2007, 258–9), “The parents’ *meta-emotion philosophy* shapes the family emotional climate as a continuing influence on how emotions are expressed and perceived at home.” This includes “intuitive values about the nature of emotion and its importance (e.g. emotions are acted from the heart and must be released or emotions are irrational and should be suppressed or ignored), the importance of expressing one’s true feelings, how emotions differ for men and women, the kind of emotions that should be expressed to family members, and the way feelings should be conveyed.” In addition, there are preliminary findings indicating that the relational context helps shaping emotion regulation. This points out to the role of the quality of relationships between parents and children on the emotion regulation strategies of children (Thompson and Meyer 2007).

Incorporating this line of thought to the family business context, the regulation of emotion expression requires appreciating the emotional goals that individuals are seeking to achieve (Frijda 1986) within the family business. Identifying the norms of emotion expression in the family business implies appreciating the emotionally-related goals that both the family and the business seek. The family norms of emotional expression are designed to regulate family behavior. These norms are functional in ensuring that relationships within the family are guided by personal caring rather than economic opportunism (Lansberg 1988). The same norms within the family system can be transposed to the business system and serve to discourage discussions of critical business-related issues. Some emotionally charged issues can hence be prohibited from being displayed in order to maintain the family harmony. These issues may include the future of the family beyond the lifetime of the parents, succession, economic and financial matters, such as estate or succession planning and inheritance, since an open discussion about them may denote self-interest and mistrust (Lansberg 1988). Lansberg (1988) reports a case of a family business where children are actively discouraged from engaging in discussions about the future of the family business while the founder’s spouse is playing the role of “emotional guardian of the family,” constantly shielding the family from the emotionally upsetting issues of succession.

In the family business, we maintain that there are implicit and/or explicit emotional dissonance norms designed by family members to conform to both family and business objectives which are different among the identified archetypes. For example, family members may seek to protect the family and business systems’ reputation through prohibiting the expression of negative emotions that would put the family business at stake, and to serve the individual interests of family members. Some families fear that an open discussion of critical issues – such as inheritance and succession – would only serve to fuel unpleasant comparisons among the heirs that could destroy the fabric of the family (Lansberg 1988).

Unlike other businesses, the family business' desired norms of emotional expression may stem not only from the business system but also from the family system. Family members are impelled to comply both with organizationally desired emotions and family desired emotions (Labaki, Michael-Tsabari, and Zachary 2013). In this vein, EFBs may refer to enmeshment between organizational and family norms, which tend to be more family-oriented since the family system boundary is diffuse and the predominant emotional expectations consist of keeping the family together. BFBs may refer to a balance between both sets of norms, where emotional flows are balanced in both systems, leading to meet both family and business emotional goals. DFBs may refer to a complete separation between both family and business norms since there is little or no flow of emotional resources between boundaries, with a tendency for the emotional expectations of family stakeholders to be outweighed by their business expectations consisting of keeping the business running and generating high dividends.

In addition, research from the family therapy field indicates that emotional communication as assessed by the expression of emotions in the family is a facilitator dimension of cohesion and adaptability. A relatively high quality of emotional expression leads to a greater capacity for adaptability and to higher degrees of cohesion among family members (Barnes and Olson 1982; Benedict 1968; Morrison and Zetlin 1988; Palan 1998). The degree of emotional expression of family members helps better define the characteristics of our archetypes regarding their emotional dissonance norms.

Translating these perspectives to the family business reinforces the assumption that emotional dissonance norms may be differently shaped according to the archetypes of family businesses. Hence, EFBs characterized by high levels of cohesion, low levels of adaptability and diffuse boundaries with high levels of communication flows imply one set of emotional norms in the enmeshed family and business arena. At the same time, DFBs with high levels of adaptability and a clear boundary between systems may have separate emotional expression norms in the family and business arena. BFBs with permeable boundaries would be characterized by moderate to high levels of emotional expression from the family to the business and vice versa.

In a holistic perspective, culture also contributes to shaping the emotional behavior of each archetype. The cultural perspective will therefore be discussed in the next section.

Cultural perspectives of emotions

Recent holistic systems approaches incorporate the surrounding environment within family business models (Danes et al. 2008; Pieper and Klein 2007). The integration of this perspective helps to understand how the family business and the environment interact and allows comparisons between different cultures or nations (Pieper and Klein 2007). Wortman (1994) refers to differences between family businesses in varying types of contexts including local, multicultural and global ones. Hence, we suggest looking into cultural factors that may influence emotions in the family business.

The cultural dimension of collectivism–individualism, which several scholars refer to in their studies of family businesses (Alwuhaibi 2009; Sharma and Manikutty 2005; Yan and Sorenson 2006), has been recognized by researchers of emotions as having significant implications for shaping emotional experiences across cultures (Markus and Kitayama 1991). In fact, research in the last decades has shown that cultures exert considerable influence over emotion (Matsumoto 1993). In individualistic cultures, ego-focused emotions such as anger, frustration and pride will be more frequently expressed. In these cultures, people will attend more to these feelings and act on the basis of them (Markus and Kitayama 1991).

In contrast, in the collectivistic cultures, other-focused emotions such as sympathy, feelings of interpersonal communication and shame will be more frequently expressed (Markus and Kitayama 1991). Many collectivistic cultures have well-developed strategies that render them experts in avoiding the expression of negative emotions like anger. Collectivistic cultures emphasize the importance of consensus, loyalty, harmony and sympathy, and individuals are urged to control personal desires and emotions (Yan and Sorenson 2006). Yan and Sorenson (2006) suggest the Confucian values as a frame to understand family firm behavior, though Confucianism is a collectivistic method:

> Confucianism teaches the collectivist ideology that the family is the prototype of all social organizations (Hofstede 2001) and that the basic unit of society is not the individual, but the family. Family is always more important than any individual member, and harmony is the most important value for all family members. Without harmony, no family can stand, neither can a family business. Thus, the will of the individual is subordinated to that of the family group. In addition, a child is not primarily an individual, but primarily a member of the family. Children are taught to restrain their individualism to maintain harmony in the family (Yan and Sorenson 2006, 237).

The dimension of collectivism–individualism has been indirectly mentioned when referring to boundary issues within the family firm: “In some family businesses, people become stuck, and never attain a true sense of separateness" (Kets-de-Vries, Carlock, and Florent-Treacy 2007, 93). Fleming (2000) referred to boundaries by saying that "individuality is viewed as betrayal. Among other problems, these families [businesses families] are riddled with boundary issues. People don't understand where their identity ends and other's begins" (Fleming 2000, 91).

These descriptions of emotions in collectivistic cultures would apply to the EFB archetype, where family is cohesive and family members' identity merged together. In the enmeshed archetype the family is the basic unit of reference, and individualistic emotions and considerations would therefore be suppressed. On the other side, in the DFB archetype, the individualistic values would tend to prevail. Hence, the importance of keeping the family's harmony declines, and anger and individualistic concerns would substitute sympathy. Task would be more important than relationships and individual self-actualization would be the ultimate goal (Hofstede 2001; Yan and Sorenson 2006). The BFB archetype would refer to the balance between the two extremes of collectivism and individualism. This means that the family as a whole is not more important than the individual family member but at the same time individualistic concerns are not more important than the group. Harmony and sympathy would be balanced with self-actualization and expression of one's feelings.

Conclusions and future research directions

Previous research shows forthright the pervasive and important role of emotions in our private and public lives inclusive of organizational structures. Our families and the businesses that they may own are no exceptions. We can no longer regulate emotions to only the family realm. How could we have misconstrued this? Emotions are based on the individual and radiate from us to the environment and world around us, whether these are our families or businesses or communities.

In the pursuit of comprehensive family business research, this study has reviewed three theoretical frameworks that encompass the emotional realm of the family business; namely, Family Systems Theory, Exchange Theory and Emotional Dissonance Theory. Subsequently, based on current discussions about the permeability of boundaries between the systems of family and business, three archetypes have been identified concerning their differential emotional dimensions: EFB, BFB and DFB. Table 2 offers a comparative examination of eight characteristics for each of these three emotionally-defined archetypes which allows the conceptual differentiation among these types and their inner workings relative to emotional capital, exchanges of emotions between the family system and the business system, emotional dissonance norms and cultural perspectives of emotions. Emotions exist throughout and between both the family system and the business system. The emotional dimensions of family businesses are no longer undeterminable but can be identified conceptually and studied empirically. The case vignettes are tentative illustrations of the family business archetypes that need to be explored more in-depth.

The contribution of this study is twofold: theoretical and practical. The theoretic importance comes from suggesting a typology that could sort out the vast number of family businesses into meaningful subgroups. Our typology is based on basic states of the relationship between the family and the business systems and therefore implies behavioral characteristics to each archetype. The importance of the classification is beyond just defining different groups – the archetypes could be connected to distinct styles of management, leadership, communication and behavior. Since the archetypes are based on the nexus between the systems, they refer not only to the business conduct but to the families as well. For example, the family governance needs and style should vary between archetypes as the EFB describes an enmeshed family and business, with lower needs for a formal structure of governance as opposed to the differentiated DFB where systems are separated and more communication and formality are therefore needed.

Three basic emotionally-defined archetypes, EFB, BFB and DFB, warrant separate and in-depth study. Each emotionally-defined archetype may have unique patterns of development or may represent distinct stages of development over time for a particular family business. We need further conceptual and empirical work of such. Methodologically, further exploration and validation of each archetype can be done through the assessment of their characteristics based on qualitative studies, following for example Sutton (1991) who studied emotional norms in organizations, and/or on quantitative studies using existing scales in the family therapy field on the exchange of emotions (e.g. The Spousal Inventory of Desired Changes and Relationship Barriers (SIDCARB) by Bagarozzi 1993) and the family cohesion and adaptability (e.g. Family Adaptability and Cohesion Evaluation Scales – FACES IV by Olson and Gorall 2006), or in the organizational behavior field on the emotional dissonance (e.g. Emotional Dissonance Scales by Zapf et al. 1999), while adapting them to the family business whenever appropriate.

Future researchers could utilize these three archetypes as important independent variables in multivariate modeling to explain family business processes such as strategic planning and governance structures as well as an array of family business outcomes such as business and family performances. These archetypes have the potential to overcome the limitations of the conventional typology of family businesses (Gersick et al. 1997) as following a linear developmental life cycle (e.g. from controlling owner via sibling partnership to cousin consortium), whereas it has been empirically shown as not always the case (Labaki 2007; Lambrecht and Lievens 2008). Miscellaneous research findings on family businesses can be more finely analyzed by referring to these typologies.

The second major contribution of this study is practical: educators and practitioners could utilize these archetypes as they teach about and work with family businesses overtime. A meaningful classification into archetypes provides a basic diagnostic tool that might redirect scholars and practitioners into different directions of explanation and guidance. It also helps to predict behavior and therefore benchmark and prepare for the next stages. Family business owners and their families might benefit from their own guided introspection as they identify with a particular emotionally-defined archetype, its characteristics and the comparisons to other archetypes.

A third impact of this research is the movement toward a new business model which is more inclusive of the emotional dimension. Family businesses have been shown to represent the predominant business type throughout the world (Morck and Yeung 2004). At the same time, family businesses represent a blend of family and business systems with emotional dynamics throughout (Labaki, Michael-Tsabari, and Zachary 2013). Thus, this conceptual presentation of three archetypes, namely, the EFBs, BFBs and DFBs, is a step toward fully embracing the emotional dimensions of not only the family business but businesses in general. Future modeling extensions such as exploring additional family system characteristics and business system characteristics in relation to the three archetypes would prove useful. For a family system for example, the stage of the family span and/or family leadership might be examined by archetype. Other examples for the business system might include the examination of ownership, governance and performance in relation to these archetypes.

In sum, family businesses and their owning families as well as our communities and economies all benefit from balanced and effective family systems and business systems, particularly from an emotional perspective. One system need not emotionally impair the ability of each to operate effective toward its respective goals or to sustain itself at the cost or damage to the other system, emotionally. Our understanding of the emotional realm of each system will inform future research, education and practice. It is possible for the family system and the business system to interact emotionally for their mutual overall viability and the sustainability of each system over time.

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