

**Title: Role and Role Adjustment of Trusted Advisors in the Family Businesses Succession Planning Process – A Conceptual Model**

**Authors:**

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**Abstract**

Family business succession is a complex and challenging process, in which family members often build on the support of trusted advisors. Based on an extensive literature review, this study aims to synthesize prior research on advisors as well as on succession in order to systematically describe and analyze the role of trusted advisors along four phases of the succession planning process. Based on information asymmetry, divergent goals, and arguments from resource based view, we outline benefits and costs associated with the involvement of trusted advisors along the different phases. Subsequently, we discuss four typical constellations of advisor involvement with different levels of bias and efficiency. In a final step, we outline how role adjustment of the advisor over time – from initializer to process planner to task support to coach – can lead to an efficient, unbiased triadic relationship between incumbent, successor, and advisor with minimized costs and maximized benefits.

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**PP 11 – June, 26th – 10:00 – 11:30 – Learning, innovation and conflict in succession – TAPIES (1304)**

**Title: Learning in the family business: Unique for the next generation?**

**Authors:**

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**Abstract**

While the family business has been deemed a unique learning environment, how this unique environment impacts the learning of the next generation is relatively unexplored. Using social learning theory, the authors ascertain what and how do next generation learn in the family business. Operational, people and business development skills and work ethos depict the content of learning of the next generation. Next generation family members learn through social participation and experience in the family business. As the learning process is a natural one, the next generation are not aware of what and how they learn in the family business. For some next generation family members, the knowledge they acquire in the family business is not realized until they enter another organization or context. The unique learning environment of the family business impacts the identity of the next generation.

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