

Annotation-Goals

The overlap of the family and business subsystem goals can strengthen the business but can also jeopardize it. Under certain economic conditions, destructive conflict between family and business goals can impact the viability of family businesses (Rosenblatt, 1991).

The FIRO (Fundamental Interpersonal Relations Orientation) conceptual model (Doherty & Colangelo, 1984; Doherty, Colangelo, & Hovander, 1991) indicates that management of tensions and conflict can influence viability because the needs or demands of either system (business or family) can cause such a level of tension as to lead to decisions that are good in the short run but not for long-run viability (Kaye, 1991). Ward (1987) indicates that less than 30% of successful family businesses make it to the third generation chiefly because they lack a clear framework and goals for thinking about the future of their businesses and families.

What is currently known from the literature is that family and business goals differ within family businesses (Isaacs, 1991; Rosenblatt, de Mik, Anderson, & Johnson, 1985; Rosenblatt, , 1991; Ward, 1987), family businesses can be lost through destructive conflict between family and business goals (Rosenblatt, 1991), a strong family business calls for open communication about goals and desire to resolve misunderstandings (Isaacs, 1991), and , activities among system subunits must be coordinated and regulated in order to ensure the system's stability (McCollum, 1988; Miller & Rice, 1975).

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