

Coaching in the Family Owned Business

A Path to Growth

Edited by
Manfusa Shams
and
David A. Lane

PROFESSIONAL COACHING SERIES



COACHING IN THE FAMILY
OWNED BUSINESS

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 **Routledge**
Taylor & Francis Group
LONDON AND NEW YORK

First published 2011 by Karnac Books Ltd.

Published 2018 by Routledge
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN
711 Third Avenue, New York, NY 10017, USA

Routledge is an imprint of the Taylor & Francis Group, an informa business

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British Library Cataloguing in Publication Data

A C.I.P. for this book is available from the British Library

ISBN: 9781855757882 (pbk)

Edited, designed and produced by The Studio Publishing Services Ltd
www.publishingservicesuk.co.uk
e-mail: studio@publishingservicesuk.co.uk

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ACKNOWLEDGEMENTS

We are grateful to our authors for giving their valuable contributions, and for making the effort to join us in advancing our scholarly endeavour to promote good practices for family business coaching in particular, and developing coaching psychology in general. Special thanks to Oliver Rathbone and Lucy Shirley of Karnac for providing support and extended co-operation in all stages of our manuscript preparation. Last but not least, we are grateful to receive unlimited support and encouragement from Professor Stephen Palmer to develop the book proposal.

Dr Manfusa Shams and Professor David A. Lane
Editors

*To my very special gifted children, Anik and Sakb,
without whom my life would not be complete, for bringing me
unlimited positive regard, warmth, thoughtful comments,
creativity, and fun throughout the period of completing
this book.*

*Dr Manfusa Shams
April 2011
UK*

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Hande Yasargil is the managing partner in Turkey for Praesta, a leading international coaching firm. Trained as a psychologist and family therapist, she has executive experience in the Human Resources profession and a ten-year track record in coaching senior leaders in one-to-one and group settings with a clinical approach. A renowned columnist and speaker on leadership issues in Turkey, she has coached at senior levels in many family businesses. After completing the Coaching and Consulting for Change programme, Hande became a certified coach in the INSEAD Global Leadership Center, working in executive education programmes at INSEAD's Fontainebleau and Abu Dhabi campuses. She has taught MBA courses in Organizational Behavior at Istanbul Bilgi University. Hande served as President of EMCC Turkey, EMCC's International Conference Chair, and as Vice Chairman of The Turkish Personnel Management Association.

The family firm: an underestimated powerhouse for growth

Family firms have long been a key part of the economy of many countries. In the UK, many of our leading companies started as family firms and others still have family members as part of their governance. They are an engine for entrepreneurial talent, a major source of employment, and have longer-time horizons than alternative forms of corporate ownership. Yet, they are seen as somehow less interesting than, say, the private equity sector, in spite of a significantly higher turnover than that sector. They are an unacknowledged powerhouse. While the literature on the family firm is vast and the literature on coaching in business rapidly growing, the issues facing those coaching within this sector have been largely unexplored.

The family firm has to succeed as a business, otherwise, like all enterprises, it fails. Yet, it also has to work for the family, and the dynamics between these needs is critical if we are to understand how to work with a family business and coach within it. Yes, as coaches we have to understand the context of the business, but also we need be able to work with the subtle interplay of factors and to be trusted by the family as much as by non-family members.

We have wanted to include a book on the family firm for some time. We have to thank Dr Manfusa Shams for her passion for this subject and commitment to bringing this enterprise to a conclusion. It was her continuing energy that ensured that this happened. My sincere thanks as Series Editor goes to her. I also must acknowledge the efforts of our contributors, working in many countries. They have been able to distil widely varying cultural insights and yet make their work in all its complexity both interesting and welcoming to our readers. I can attest to how many conversations took place with them and their always enthusiastic support for this project.

They were selected, based on many conversations, as leaders in the field of coaching, who commanded considerable respect from their peers but were deeply committed to working with family businesses. In my own work in this sector, I have been struck by the complexity of managing the family and the business. Our contributors negotiate this area with great delicacy.

In commissioning this book, we wanted to ensure that the contributions made were both scholarly and accessible. This is not an easy task, and we believe our contributors have succeeded in bringing together both their academic and practical experience. We wanted our readers to be left with a real understanding of what it is like to coach in a family business. The stories presented provide a vivid insight into the complexities of the task and also show the care that the contributors take in their work with clients. We also wanted to offer a contribution to the literature on the family firm, as well as to the literature on coaching. I believe that the senior editor, Dr Shams, has succeeded in that task.

The rationale for the Karnac Coaching series is to provide academically grounded but practical books that offer a key reference source for professionals in the field. In this case, we feel this contribution will have something useful to say to family businesses, business coaches, researchers and students in family business as well as coaching. We have provided a preface which covers much of the material I usually address in the foreword, so will not repeat this here.

However, the book, we believe, succeeds in fulfilling that rationale as well as making a unique contribution to the newly emerging literature in the field.