

**Internet Appendix A201: Family Business
Illustrative Pitch Template Example**

Pitcher's Name	Felix Orole	Purpose	UQBS Colloquium Pitch
(A) Working Title	Mentoring in Family Businesses: Toward an understanding of Idiosyncratic Knowledge and Child-inducement Tendencies		
(B) Research Question	How do mentoring relationship foster normative and continuance commitment in family business protégé?		
(C) Key paper(s)	<p>Allen, & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. <i>Journal of Vocational Behavior</i>, 49(3), 252-276.</p> <p>Eby, L. T., Allen, T. D., Evans, S. C., Ng, T., & DuBois, D. L. (2008). Does mentoring matter? A multidisciplinary meta-analysis comparing mentored and non-mentored individuals. <i>Journal of Vocational Behavior</i>, 72(2), 254-267.</p> <p>Handler, & Kram, K. E. (1988). Succession in family firms: The problem of resistance. <i>Family business review</i>, 1(4), 361-381.</p>		
(D) Motivation / Puzzle	<p>The quality of a potential successor's relationship with the founder-owner of a family-owned business (FOB) is critical to his or her commitment and intention to seek a career in the family business and learn family business idiosyncrasies. Founder-owner's successor choice and potential successor's intention to take over FOB are convoluted and involve many factors at the individual, relational, and organizational level of analysis (Handler, 1991b). This paper explores the construct of mentoring in the context of next-generation successors and focuses on two cardinal issues central to a successful transition: potential successor's interest and intention to seek a career in family business; and the role of mentoring in family business idiosyncrasies. In this study, we contend that when a family business is highly idiosyncratic and the offspring are poorly trained (mentored), appointing such offspring to lead the business can be counterproductive to the business profitability and long-term survival. Therefore, provided the family is not dysfunctional and the founder-owner is not irresponsible, mentoring, whether based on empiricism (experience-based) (Kolb & Kolb, 2012) or rationalism (reason and logic-based) (Amin & Palan, 2001), may play an important role in helping a protégé (potential successor) overcome these two major succession planning challenges in FOB.</p>		
THREE	Three core aspects of any empirical research project i.e. the "IDioTs" guide		
(E) Idea	<p>Although several decades of research on mentoring has offered empirically supported processes in developing a mentoring relationship (Distelberg & Schwarz, 2015), much of this literature is focused on general workplace mentoring with little in the context of family business. Drawing from mentoring and family business literature, we use theories from psychology and sociology to shed light on how mentoring across FOBs can facilitate protégé's understanding of family business idiosyncrasies (Lee et al., 2003) and aid in overcoming child inducement tendencies (Astrachan & Dean, 2000; Ogundele, 2012) in family business succession. We propose the following:</p> <p>Proposition 1: Protégé's learning in family business is convoluted when the "attachment-bonding" relationship with the mentor (founder-owner) is dysfunctional</p> <p>Proposition 2: a protégé will demonstrate high level of commitment and readiness to pursue career within the family business when they perceive that their career interests align with opportunities afforded to them by the founder-owner (mentor)</p> <p>Proposition 3: If properly used, actual and anticipated rewards in mentor-protégé relationship can influence protégé's career choice in the family business</p> <p>Proposition 4: Dependable relationships and strong emotional bond between mentors and protégé are capable of influencing the protégé's decision to pursue career in FOB</p>		

(F) Data	As a multidisciplinary conceptual paper, no empirical data in the conventional sense are required. The effective data are the pool of papers, articles and books deemed relevant to the core theme of my research topic revolving around “family business” and “mentoring”. My choice of literature was informed by two assumptions and boundary conditions that underpin my theorizing. First, mentoring in family business refers to intra-organizational rather than inter-organizational – focusing on mentoring within the family. Second, I recognize that mentoring can sometimes be dysfunctional due to a protégé’s non-alignment of career goals with the family business. Thus, my choice of literature was filtered using positive and functional mentoring relationships from the perspective of the Mentor and Protégé.
(G) Tools	I relied on inductive and systematic review of mentoring and family business literature in order to gain insight, and understand the dynamics and complexity inherent in the mentoring phenomenon in family businesses.
TWO	Two key questions
(H) What's New?	This multidisciplinary conceptual exploration of mentoring in family-owned businesses (FOB) uses theories from psychology and sociology, aims to spur future research on the phenomenon. We argue and propose that (1) a healthy mentoring relationship is central to mitigating child-inducement tendencies in FOB, and that (2) the bane of many successions planning in FOBs is the "unwilling" and "uncommitted" potential successor. Therefore, any attempt to understand the tragedy of failed succession planning must come to grips with the problem of mentorship and non-alignment of career pathways. Thus, this paper addresses the role of mentorship in succession planning through the prism of Social Attachment Theory (SAT), Social Learning Theory (SLT), and Social Exchange Theory (SET). Despite their popularity as theoretical explanatory mechanisms, there is no recent literature review that delineates the foundational premises of these theories as they apply to family business research.
(I) So What?	Founder-owner and protégé share strong natural bonds and perceive strong feelings of obligation (provided the relationship is not dysfunctional) towards each other. These bonds and feelings of obligation do not only influence employment relationships (Dhaenens et al., 2017) but play a crucial role in protégé’s career decisions (Sharma & Irving, 2005). We contend that if healthy 'bonding' relationship exists between founder-owner and protégé, a sense of obligation is augmented and protégé develop a moral duty and a sense of indebtedness towards not only the founder-owner but the family business because the norm of reciprocity in mentoring elicit strong feelings of deep normative commitment in a protégé to seeking a career in the family business. Conversely, we argue that the absence of a healthy relationship with the mentor (founder-owner) can breed moral hazard and lead to asymmetric altruism in protégé.
ONE	One bottom line
(J) Contribution?	In this paper, mentoring is linked to 'affective' commitment. Additionally, it extends theories in two ways: we emphasize that healthy mentoring relationship can foster normative and continuance commitment from the protégé and that the "imported" theories provide credible theoretical frameworks for understanding protégé’s non-involvement in and non-committal to the FOBs. The overarching recommendation from this paper is that founder-owners should focus on early mentoring through a dependable developmental relationship with their protégé in order to foster not only affective (bonding) but to encourage normative and continuance commitment. Particularly, each mentoring phase should be characterized by particular affective experiences, developmental functions, and interaction patterns shaped by founder-owner and protégé’s career needs. The dynamic perspectives of complementary tasks in mentor-protégé relationship delineate how mentoring can enhance participants' development as it unfolds. Thus, the mentor is able to provide a range of career and psychosocial functions capable of stimulating the protégé’s interest in the family business and 'opening' him up for learning the family business idiosyncrasies.
(K) Other Considerations	<p>Collaboration: This study is undertaken in collaboration with A/Prof Bernard McKenna and Prof Neal Ashkanasy of the UQ Business School.</p> <p>Target Journal:</p> <ol style="list-style-type: none"> 1. This conceptual paper target top tier journal such as <ul style="list-style-type: none"> • Family Business Review • The Leadership Quarterly • Journal of Vocational Behaviour 2. A follow-up study will be conducted on the operationalization of the identified variables in this study