



PREPARED EXCLUSIVELY FOR FFI MEMBERS

Early Release: September 2025 Issue of *FBR*

AUGUST 08, 2025

We are pleased to offer you an early look at the September 2025 issue of *Family Business Review (FBR)*.

As an FFI member, you enjoy complimentary access to the entire *FBR* article library, with more than thirty years of insights and research tailored for the family enterprise community.



Accessing *FBR* and Past Issues is Simple:

1. Log in to your FFI member account.
2. Visit: my.ffi.org/page/family-business-review.
3. Click the link on this page, and you'll be automatically redirected to *FBR* for seamless access to the latest issue and the full archives.

About *FBR*:

Published by SAGE, *Family Business Review* is the leading scholarly publication devoted exclusively to exploration of the dynamics of family-controlled enterprise. It has a 5-year impact factor of 8.8, with a ranking of 39 out of 316 journals in Business. Source: Journal Citation Report® (Source Clarivate, 2024).

Resilience Behaviors and Temporal Orientation in Family Firms

Vanessa Diaz-Moriana, Eric Clinton, Catherine M. Faherty, Colm O’Gorman

[VIEW ARTICLE](#)

Research Questions

- How do family firms manage resilience when responding to an adverse event that disrupts their temporal orientation?
- How do the past, present, and future interact when family firms respond to adverse events?

Implications for Practice

- Our research offers a practical framework for understanding how family firms exhibit resilience during crises. This resilience is demonstrated through three relational behaviors: drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships. These behaviors draw upon the past and enable family firms to effectively respond to current challenges while also preparing for the future.
- Our research indicates that family firm leaders should understand that while an external adverse event can disrupt their long-term perspective, it is crucial for the family firm to make immediate and short-term decisions to ensure survival. These decisions may not align with the firm's long-term goals, so leaders must acknowledge the potential for an ambitemporal response, that is, the simultaneous accommodation of seemingly contradictory temporal outlooks.
- Our study emphasizes that family firms often recognize the significance of resilience behaviors and intentionally invest in enhancing these capabilities for future challenges. For example, one of the firms we studied organizes regular visits and internships for the next generation with international suppliers to strengthen inter-firm and community relationships. Another firm fosters sibling trust by participating in regular training programs. Family firms should prioritize identifying the most effective resilience strategies and integrating them into their organizational structure and culture to ensure long-term adaptability and sustainability.



Vanessa Diaz-Moriana
Pablo de Olavide
University



Eric Clinton
Dublin City University



Catherine M. Faherty
Dublin City University



Colm O'Gorman
Dublin City University

About the Authors



Vanessa Diaz-Moriana is an associate professor of entrepreneurship at Pablo de Olavide University (Spain) and member of the Centre for Family Business at Dublin City University (Ireland). Her research lies at the intersection between strategic entrepreneurship and family business and her work is focused on how entrepreneurial firms make decisions and eventually act. Vanessa's research includes topics such as long-term orientation, innovation, non-economic goals, strategic management or digitalization in family firms.

Eric Clinton is an associate professor of entrepreneurship and director of the Centre for Family Business at Dublin City University, Ireland. His research primarily focuses on strategic entrepreneurial practices within family firms. In seeking to understand continuity and longevity in family firms, Eric explores topics including legacy, organizational goal tensions, entrepreneurial learning, trust dynamics, and long-term strategic thinking. Eric serves as an associate editor at the *Journal of Business Research*.

Catherine M. Faherty is an assistant professor of enterprise at Dublin City University, Ireland, and associate director of the Centre for Family Business. Her research sits at the intersection of organizational behavior and family business, with a particular focus on trust dynamics, leadership, and intergenerational relationships. Catherine's work explores how behavioral and relational factors shape the unique challenges and opportunities within family-owned enterprises.

Colm O'Gorman is a full professor of entrepreneurship at DCU Business School and director of the DCU Institute for Business and Society, Ireland. His research focuses on entrepreneurship, necessity entrepreneurship, innovation, and growth in new firms and small and medium-sized enterprises (SMEs). Specifically, he has studied the growth strategies of SMEs, the nature of managerial work in high-growth SMEs, mission statements in SMEs, and internationalization processes in international new ventures and SMEs.

Family Lives in Motion: Toward a Life Course Process Theory of Ownership Transfer in Business-Owning Families

Susan Lanz, Gary T. Burke, Kajsa Haag, Omid Omidvar

[VIEW ARTICLE](#)

Research Questions

- How are Intrafamily Ownership Transfers (IOTs) managed by business-owning families?
- How can ownership transfers be understood as a process based on the life stories of family owners?
- How do changes in family life courses (e.g., marriage, divorce, birth of a child, promotion, retirement) affect ownership transfer processes?
- How and when are ownership transfer processes interlinked with management succession?

Implications for Practice

- Plan ownership transfers separately from management succession. Avoid assuming that ownership and leadership must always transfer together. Treat ownership transfer as its own process that unfolds over time, shaped by family circumstances.
- Let family life events inform ownership planning and be adaptive. Life events, such as retirement, illness, marriage, or children coming of age, often prompt ownership decisions. Recognizing and planning around these shifts helps avoid rushed or reactive transfers, while remaining adaptive to unexpected events.
- Use symbolic and protectionist ownership transfers strategically. Gifting small shareholdings can signal trust and build connections with the next generation, while protective structures (like trusts or share classes) can preserve control and avoid future disputes, whilst in some family contexts protectionist transfers can also lead to intra-family conflict.
- Reflect on family histories and future life plans. When appropriate, sharing life stories and reflecting on how past experiences and future aspirations shape ownership expectations can help clarify intentions, surface assumptions, and support more thoughtful, context-sensitive ownership decisions.



Susan Lanz
Aston University



Gary T. Burke
University of Bristol



Kajsa Haag
Jönköping University



Omid Omidvar
University of Warwick

About the Authors



Susan Lanz is an impact research fellow in the Centre for Research in Ethnic Minority Entrepreneurship (CRÈME) at Aston University. Her research, using qualitative research, focuses on how family life course events, unrelated to business management, shape intra-family ownership transfers. Her current work involves building more inclusive entrepreneurial ecosystems for ethnic minority entrepreneurs. Her research interests include, business-owning families, female and ethnic minority entrepreneurship, and creating impact within complex adaptive system contexts.

Gary T. Burke is associate professor of strategy and organization studies at the University of Bristol, UK. His research uses qualitative and ethnographic methods, informed by practice and process philosophy, to explore how actors navigate complex problems. His work has been published in *Academy of Management Journal*, *Journal of Management Studies*, and *Organization Studies*, among other journals.

Kajsa Haag is an associate professor in business administration at Jönköping International Business School, Jönköping University, Sweden. She is a member of the Centre for Family Entrepreneurship and Ownership (CeFEO). Her research interests include succession and strategic renewal of family firms, strategizing and organizing as practice, ownership dynamics, purpose-driven organizations, family enterprise foundations, and the role of family firms in sustainable development. She is a recipient of the 2025 *FBR* Best Article Award.

Omid Omidvar is an associate professor of organization studies at Warwick Business School. His research examines the complex interplay between digital and computational technologies and organizational processes. Drawing on sociological and process theories, his studies span multiple contexts including financial institutions, open collaboration initiatives, and public-private partnerships. His research has appeared in leading journals including *Academy of Management Annals*, *Journal of Management Studies*, and *MIT Sloan*.

The Effect of Second-Generation Involvement on Environmental Performance in Family Firms: A SEW Resources Perspective

Ying Fu, Jinzhan Li, Emma Su

[VIEW ARTICLE](#)

Research Questions

- What is the effect of second-generation involvement on a family firm's environmental performance?
- How does the effect of second-generation involvement on environmental performance depend on the representation of non-family managers in the firm and the competitive market environment in which the firm operates?

Implications for Practice

- Family businesses that want to improve their environmental performance should involve second-generation family members in the company. Those with a college degree or higher tend to have a stronger positive influence on environmental efforts.
- Family firms should recognize the value that non-family managers can bring, especially when it comes to improving environmental practices. Bringing them into the business can be a smart move.
- It's important for family businesses to pay attention to the market environment they operate in. A more competitive market can actually help push the company to take stronger action on environmental issues.



Ying Fu
Nanchang University



Jinzhan Li
Nanchang University



Emma Su
University of Dayton

About the Authors



Ying Fu is an associate professor whose research centers on family business and entrepreneurship, with a special emphasis on intergenerational entrepreneurship and the cross-generational social responsibility of family firms. His work has appeared in journals including *Business Ethics*, *the Environment & Responsibility*, among others, and he earned a nomination for the 2024 Academy of Management (AOM) Best Paper Award.

Jinzhan Li, a postgraduate in Business Administration from Nanchang University, is currently working in the Human Resources Department at 15MCC International Engineering Co., Ltd.

Emma Su is an associate professor of management in the School of Business Administration at the University of Dayton. Her research focuses on family business, entrepreneurship, and strategic management. Her work has been published in leading academic journals, including *Family Business Review*, *Journal of Family Business Strategy*, and *Journal of Business Ethics*, among others.

PREVIOUS EDITION



FFI members, presenters, and award winners consistently drive innovation and offer invaluable insights into the family enterprise field—and beyond. Today, we are pleased to feature their recent publications.

Have we missed a recent book or report? Help us keep this feature vibrant by [sharing news](#) about publications from the FFI community.

[READ MORE](#)

DATES TO REMEMBER

AUG
15

Registration Deadline for Q3 GEN Core and Advanced Certificate Programs

[LEARN MORE AND ENROLL](#)

SEP
5

Notice of 2025 FFI Board Ballot

Details to Follow

SEP
16

Registration Deadline for the 2025 Global Conference at the Summer Rate

[LEARN MORE AND REGISTER](#)

SEP
29

Deadline to reserve a room at the Marriott Long Wharf at the conference rate

[HOTEL RESERVATIONS](#)

OCT
29-31

2025 Global Conference

[LEARN MORE AND REGISTER](#)

NOV
10

FFI Annual Meeting

Details to Follow