

SUCCESSION AND GENDER DYNAMICS IN FAMILY FIRMS – A SYSTEMATIC LITERATURE REVIEW AND FUTURE RESEARCH AGENDA

UTÓDLÁS ÉS NEMI DINAMIKÁK A CSALÁDI VÁLLALKOZÁSOKBAN – SZISZTEMATIKUS SZAKIRODALMI ÁTTEKINTÉS ÉS KUTATÁSI JAVASLATOK

The influences of gender relations and gender dynamics within family firm succession have been widely studied in recent decades. However, there have been few attempts to synthesise existing results in the field. Thus, this article aims to provide a systematic literature review focusing exclusively on the gendered issues related to family firm succession processes. A comprehensive analysis of 57 journal articles extracted from the Scopus database was conducted. As a result, (1) the topics of gendered influences on daughter's succession in family firms, (2) gender and succession processes in family firms, and (3) gender and intra-family relationships in family firm succession are identified as the central areas. Based on these findings, a future research agenda is outlined. The paper contributes to the field of family firm research by highlighting the research trends in the gendered analysis of family firm succession, and by pointing out under-researched areas that merit further exploration.

Keywords: family firm, family business, gender roles, succession, gender dynamics, succession planning, gender

A nemek közötti kapcsolatok és a nemi dinamikák hatását a családi vállalkozások utódlásán belül az elmúlt évtizedekben széles körben vizsgálták. Kevés kísérlet történt azonban arra, hogy a területen meglévő eredményekről összefoglalás készüljön. Ezért e cikk célja, hogy olyan szisztematikus szakirodalmi áttekintést végezzen, amely kizárólag a családi vállalkozások utódlási folyamataihoz kapcsolódó nemi kérdésekre összpontosít. Ez a Scopus adatbázisából kinyert 57 folyóiratcikk átfogó elemzése által valósul meg. Az elemzés eredményeképpen az alábbi központi témákat azonosítja a szerző: (1) nemek által a családi cégek női utódlására gyakorolt hatások, (2) a nemek és az utódlási folyamatok a családi cégekben, valamint (3) a nemek és a családon belüli kapcsolatok a családi cégek utódlásában. Az elemzés eredményei alapján jövőbeli kutatási lehetőségeket **vázol** fel a cikk. A tanulmány azáltal járul hozzá a családi vállalkozások kutatásának területéhez, hogy rávilágít a családi vállalkozások utódlásának nemek szerinti elemzésével kapcsolatos kutatási trendekre, és rámutat azokra a kevésbé kutatott területekre, amelyek további feltárást érdemelnek.

Kulcsszavak: családi vállalkozás, családi cég, nemi szerepek, utódlás, nemi dinamikák, utódlástervezés, gender

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The topic of relationships between gender and family firms has been researched since the late 80s (Dumas, 1989; Hollander & Bukowitz, 1990; Kaslow, 1998). The relationship between gender and family firm succession was discussed from multiple angles over the

years, examining several aspects of family firm succession where the gender of one or more of the stakeholders could have an effect on some part of the succession processes (Smythe & Sardeshmukh, 2013; Humphreys, 2013; Nelson & Constantinidis, 2017; Wieszt, Martos,

Sallay, Varga & Vékás, 2021). Likewise, literature reviews on the topic of family firms and gender have been written since the late 90s (Aronoff, 1998; Martinez Jimenez, 2009; Campopiano, De Massis, Riana & Sciascia, 2017; Nelson & Constantinidis, 2017). More recently, multiple bibliometric literature reviews have been published regarding women's involvement and entrepreneurship in family businesses (Bagis, Kryeziu, Kurutkan & Ramadani, 2022; Maseda, Iturralde, Cooper & Aparicio, 2022). However, these aforementioned literature reviews take a more holistic approach to gendered discourse in family businesses, covering a variety of themes related to the topic. Martinez Jimenez (2009) discusses the contributions of women in family firms, with a partial emphasis on succession and primogeniture, while also covering issues related to other obstacles preventing women from involvement, as well as positive aspects such as professional career development. Meanwhile, Campopiano et al. (2017), discussing women's involvement in family business, briefly review literature related to succession processes as well (n=16), while splitting their focus among other important issues such as women's entrepreneurial entry, career dynamics and presence in family business. Nelson & Constantinidis (2017) focus their research on how gender is theorized in family business succession research – while their results are hugely relevant and of great importance, the emergence of newer, more recent empirical studies provides a need for another review of the subject of gender in family business succession. As such, in previous literature reviews there has mostly been only a partial focus on the specific gendered issues related to family firm succession or was approached through a focus on how the issue is theorised, rather than what is being discussed. The author believes that a systematic literature review is thus necessitated, in order to bring the insofar fragmented reviews on the gendered processes of family business succession. With this in mind, the following research question was outlined: *What are the central themes of discourse related to gender dynamics in the succession processes of family firms, and what is being said in that discourse?*

Thus, the contributions of this article to the field are threefold: first of all, the article contributes to the growing field of literature on the gendered issues related to family firm succession by providing a comprehensive systematic literature review of empirical and conceptual articles discussing the different ways in which gender affects family firm succession, published up to 2023, and by doing so providing a starting point for scholars building their own research; second, by interpreting the results, highlighting contradictions, and seeking to provide an answer to them; and third, outlining further research opportunities, suggesting research propositions and questions, and providing a guide for future research agenda.

The main findings of the paper are as follows: As a result of the systematic literature review, (1) the topics of gendered influences on daughter's succession in family firms; (2) gender and succession processes in family firms; and (3) gender and intra-family relationships in family firm succession are identified as the central areas

of the field. While research is mostly congruent on these topics, disagreements arise regarding the role gender actually plays in determining succession, which disagreement is further explored, along with highlighting notable gaps in existing research, and recommending propositions for empirical research.

Methodology

In this article, a systematic literature review methodology is applied to analyse existing literature in relation to the above outlined research questions, as suggested by multiple authors (Tranfield, Denyer & Smart, 2003; Snyder, 2019; Anand, Muskat, Creed, Zutshi & Csepregi, 2021). To extract the articles used in this review, Elsevier's Scopus database was utilised. As per Mongeon and Paul-Hus (2016), Scopus is a reliable, widely utilised, and strong database, comparable to Web of Science (WoS) and Google Scholar, with including approximately 97% of all journals that are indexed by WoS (Bosman, Mourik, Rasch, Sieverts & Verhoeff, 2006; Thürer, Tomašević, Stevenson, Blome, Melnyk, Chan & Huang, 2020). Therefore, Scopus represents the most suitable database to conduct the literature review (Centobelli & Ndou, 2019).

First, Scopus was utilised to perform multiple searches based on keyword selections deemed relevant to the research questions by the author. The final keyword selection can be seen in Table 1.

Table 1
Keyword string utilised in Literature Review

Keywords and Search String utilised to identify and extract articles from Scopus Database
(TITLE-ABS-KEY („Family Business*” OR „Family Firm*” OR „Family Enterprise*” OR „Family Corporation” OR „Family Compan*” OR „Family Organi?ation*” OR „Family Leadership” OR „Family Manage*” OR „Family Ownership” OR „Family-owned” OR „Family-managed” OR „Family-led”)) AND (TITLE-ABS-KEY („Succession” OR „Successor” OR „Heir” OR „Generation Change” OR „Inherit*” OR „Next Generation*” OR „Nextgen*”) AND (TITLE-ABS-KEY („Gender” OR „Gender Role*” OR „Gender Dynamics” OR „Gender Difference*” OR „Female” OR „Woman” OR „Daughter”)) AND (LIMIT-TO (SRCTYPE, „j”)) AND (LIMIT-TO (SUBJAREA, „BUSI”)) AND (LIMIT-TO (DOCTYPE, „ar”)) AND (LIMIT-TO (LANGUAGE, „English”))

Source: own compilation

The keywords were created and utilised in a way to focus on the gendered discourse around family firm succession, by including a large variety of potential synonyms that may be used to refer to concepts related to the research question. Applying the keyword selection (Table 1) to Scopus' Title, Abstracts and Keywords search function yielded an initial result of 254 documents. To these initial results, inclusion/exclusion criteria were applied by the author. The criteria did not include a timeframe, as the aim was to provide a comprehensive overview of the field – thus, papers from the earliest available date of publica-

tion, 1989, all the way up to the present day at the time of writing this review (2023) were considered. In terms of the criteria included, firstly, the dataset was limited to documents published in English language, due to the author's own linguistic limitations – while this resulted in certain potentially relevant articles being excluded, this exclusion criteria lowered the total document count only to 241 articles. Secondly, as this study approaches the issues related to family firm succession and gender dynamics from a Business Management point of view, the decision was made to limit the dataset only to documents in the subject area of “Business, Management and Accounting”, as defined by Scopus' search function, lowering the total document count to 162. Following the suggestions of Adams et al. (2017), the author decided to further limit search results to articles published in journals, as other types of documents – such as books, book chapters or conference papers can be considered to be less reliable, due to potentially not having undergone a serious peer review process (Adams, Smart & Huff, 2017). This resulted in a final pool of 92 individual articles extracted from the Scopus database.

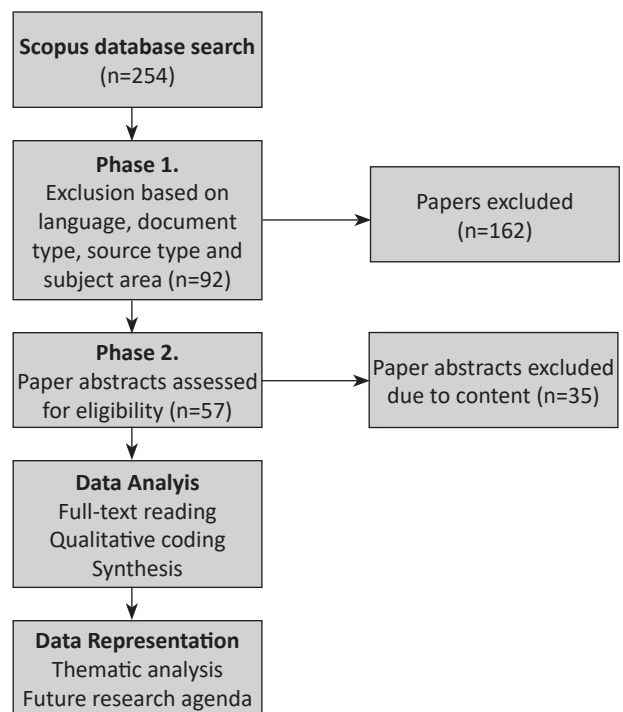
In the following step, after the recommendations of Hiebl (2022), the author screened the remaining papers by reading and analysing the abstracts of each of the 92 articles, making further selections on whether the subject matter of the article is relevant to the research questions, or not. In this phase, articles deemed relevant to the research question were selected to be included if both (i) a focus on succession processes within family firms was present in the article, and (ii), if family firm succession was approached from a gender-oriented perspective. Papers that failed to meet one or both of the above outlined screening criteria were not considered in the literature review. As a result of this stage of selection, a total of 57 articles were identified as the final dataset to be used for the systematic literature review. These 57 articles were then read in their full extent by the author, and coded according to the main themes and topics they present (Figure 1). The results were interpreted utilising the process of synthesis (Snilstveit, Oliver & Vojtkova, 2012; Schick-Makaroff, MacDonald, Plummer, Burgess & Neander, 2016). Synthesis is a methodical process for synthesizing narratives and summaries from a variety of literature (Schick-Makaroff et al., 2016). According to the results of the coding process, a thematic analysis of the articles will be performed. A brief summary of all reviewed papers can be seen in the appendices of the online version of this article.

For the thematic analysis, the reviewed articles were categorised based on common parameters such as research methods, theoretical frameworks, research questions posed and discussed and topics analysed. These initially created categories were then reviewed and screened for overlapping themes and topics, and when necessary, combined with each other.

As a result, the following themes were identified: (1) the impact of gender on succession planning processes and succession outcomes in family firms, (2) gender-related individual successor characteristics in family firm

succession, and (3) gender and intra-family relationships in family firm succession. Certain papers included in the literature review touched upon multiple of these themes, and as such were included in the analysis of all the topics they discussed. In the following sections, the three identified main themes will be presented and analysed one-by-one.

Figure 1
Methodological Process of the Systematic Literature Review



Source: own compilation

The impact of gender on succession planning processes and succession outcomes in family firms

When discussing the gendered topics related to succession processes, we can consider both the planning of the succession, and the outcome of it as relevant for this paper. The succession planning processes in family firms are not exempt from the influence of gender dynamics within the family, or society as a whole (Galiano & Vinturella, 1995; Ramadani, Hisrich, Anggadwita & Alamanda, 2017; Mustafa, Elliot & Zhou, 2019).

The impact of incumbent leader's gender on succession planning processes

The gender of the owner/incumbent leader can be a highly influential factor (Koffi, Guihur, Morris & Fillion, 2014; Harveston, Davis & Lynden, 1997; Ahrens, Landmann & Woywode, 2015; Maciel, Reyna, de la Garza Ramos & Aguilar, 2021; Umans, Lybaert, Steijvers & Voordeckers, 2021). Maciel et al. (2021) highlight that the gender of the CEO influences female succession in that if the current CEO is a woman, the probability of choosing a female successor is increased. Furthermore, male and female busi-

ness owners utilise different behavioural strategies in their efforts to ensure the credibility of their successors (Koffi et al., 2014). Likewise, the determinants of succession planning (including variables such as organizational size, structure, source of financial capital, but also the human capital of the owner) also differ between firms headed by male or female owners (Harveston et al., 1997). The founding CEO's inability to let go of control can hinder succession processes, and this negative effect is more influential in cases of male founders, with female founders showing better ability in disconnecting their emotions from their decision-making (Umans et al., 2021). However, Cadieux, Lorrain & Hugron (2002) point out that in the cases of their study on female owners, one can observe a tendency to delay succession planning until a potentially suitable successor is identified, with the early stages of succession planning being lacking.

The impact of successor gender on succession planning processes

Owners and incumbent leaders may have preferences for the gender of their successor, which can significantly impact succession planning (Galiano & Vinturella, 1995; Ahrens et al., 2015; Mustafa et al., 2019). As traditionally, it was the firstborn sons, or male children in general who were considered for succession – a phenomenon which is also referred to as the “rule” of primogeniture – incumbents may still plan succession processes with the male heirs in mind (Ahrens et al., 2015; Chang, Mubarik & Naghavi, 2020; Chen, Ying, Wu & You, 2021). The characteristics and attitudes of the owners can strengthen certain negative gender stereotypes and prejudices, leading to limited opportunities for female family members to establish their legitimacy in leadership and successor roles (Mustafa et al., 2019). In fact, Chen et al. (2021) report that family firms with at least one male potential successor exhibit more innovative behaviour, and more long-term planning and orientation. Examining succession planning processes in which the gender of the successor is female, Urban & Nonkelo (2020) highlight the importance of the business context, intra-family cohesion and adaptability, and the parent-daughter relationship as key components, with positive circumstances leading to a more fruitful succession process.

The impact of successor gender on succession process outcomes

The outcomes of family firm succession can also be influenced by gender characteristics (Remery, Matser & Flören, 2014; Soost & Moog, 2019; Sardo, Vieira & Serrasqueiro, 2022). Successor generations in family firms positively influence the speed of adjustment towards the firm's target debt level, an effect which is also influenced by the gender of the owner – with female ownership resulting in a higher speed of adjustment (Sardo et al., 2022). Soost & Moog (2019) point out that the firm's performance after succession processes is impacted by the gender of the successor in various ways, including the number of employees hired, or the productivity index of the firm – however, the

notion that either gender is more, or less capable than the other in managing the family firm is rejected. The firm's ownership structure can also be affected by the gender of the successor, as male successors seek full ownership of the firm after succession, whilst female successors are more likely to opt for shared ownership (Remery et al., 2014). As a further possible outcome of succession processes, family firms that do not include female family members during their succession planning may find the lifespan of the firm drastically shortened (Chang et al., 2020). As such, the importance of involving female family members in the management and succession processes of family firms, when possible, due to the unique skills and characteristics they can provide, cannot be overstated (Ramadani et al., 2017).

Further considerations

Despite the previous contents of the chapter, there is some disagreement on the question of whether gender is really considered important during succession planning processes (Chrisman, 1998; Hossain, Islam & Haque, 2022; Aldamíz-Echevarria, Idígoras & Vicente-Molina, 2017). According to Chrisman (1998), both gender and birth order are considered to be among the least important factors during succession planning. Aldamíz-Echevarria et al. (2017) argue that gender is not considered to be an obstacle when it comes to becoming a successor, despite there being more male than female successors in general – likewise, birth order is more influential in the cases where the firstborn child is male. Furthermore, Hossain et al. (2022) find that gender had no impact on succession processes in their study. Potential reasons for differing results regarding the question of whether successor gender effects succession planning processes may be found in the characteristics of the samples examined in the respective studies, or the way research methodologies were designed. It is safe to say that gender biases, such as primogeniture, have existed and continue to exist, but they do not affect all family firms equally. However, this disagreement merits further examination.

In the reviewed literature, succession planning and outcomes are discussed only in terms of the gender of the incumbent and the successor at an individual level. Gender dynamics, however, could be present on other levels of the firm as well – such as the board, the owners, or the family itself, for example. Further studies into how the gender diversity and gender dynamics of these larger units within family firms impact the succession planning and outcome of the firm could provide further contributions to the field.

The impact of gender-related successor characteristics on family firm succession

Succession processes within family firms, and their relations to successor gender have been examined by existing literature through a variety of different lenses (Bagis et al., 2022; Maseda et al., 2022). Most examinations of succession processes that take successor gender into view focus on succession involving female successors, specifically daughters (Curimbaba, 2002; Vera & Dean, 2005;

Cater & Young, 2022), but other possibilities, such as the succession of widows (Almlöf & Sjörgen, 2022) are also discussed. As such, in this section, this article provides an overview of the main factors that influence the succession of daughters inside family businesses, including obstacles and different successor characteristics.

Several studies have highlighted that when it comes to succession, daughters face a multitude of obstacles and/or difficulties that are not present in the cases of male successors (Akhmedova, Cavallotti, Marimon & Campopiano, 2020; Overbeke, Bilimoria & Perelli, 2013; Vera & Dean, 2005; Martinez Jimenez, 2009). These barriers to succession include invisibility (Curimbaba, 2002; Martinez Jimenez, 2009; Karatas-Özkan, Erdogan & Nicolopoulou, 2011), blindness to the possibility of succession (Overbeke et al., 2013), primogeniture (Ahrens et al., 2015; Vera & Dean, 2005; Ramadani & Gërguri-Rashiti, 2017), work-family conflict (Campopiano, De Massis, Rinaldi & Sciascia, 2017) and other gendered inequalities impacting women (Gherardi & Perrotta, 2016). Invisibility refers to the phenomenon of women's work within family firms – including both emotional labour, as well as labour directly linked to the operation of the firm – being overlooked or ignored by peers, often going unvalued and unappreciated (Curimbaba, 2002; Martinez Jimenez, 2009). This links directly to the obstacle identified by Overbeke et al. (2013), namely that daughters are often blind to the possibility of succession, due to gender norms and beliefs that might cause the daughters to consider themselves invisible to others as a possible successor. Campopiano et al. (2017) highlight work-family conflict as another recurring obstacle present in literature, wherein fulfilling family obligations of raising a family and future generations, and working on advancing the family business often create conflicting priorities. Another obstacle outlined in the literature is the concept of primogeniture, which refers to the tradition of the first-born male child succeeding the incumbent leader of the family firm (Vera & Dean, 2005; Ahrens et al., 2015). It is even pointed out by Ahrens et al. (2015) that male descendants must face lower expectations related to their performance as a precondition for succession than female descendants, and thus that even lower-performing male members of the next generation may be preferred over more qualified female members of thereof.

Identity construction, gendered identities

While most succession literature considers gender as an objective and stable condition of women (Nelson & Constantinidis, 2017), there are some articles that discuss the construction of gender identity as a more subjective process. According to those papers, the family business succession of daughters is influenced by the way they construct their identities as successors and leaders, which is in turn influenced by the way they navigate “masculine” and “feminine” gender identities (Hytti, Alsos, Heinonen & Ljunggren, 2016; Byrne, Fattoum & Thébaud, 2019; Byrne, Radu-Lefebvre, Fattoum & Balachandra, 2021; Feldmann, Lukes, & Uhlener, 2022). Gender identity is linked to the

career path of the individual in such a way that women are more likely to be employees of family firms, rather than successors of it (Feldmann et al., 2022). Daughters' gender and leadership identities are constructed through interactions by opposing, expanding, and utilising gendered scripts available to the female successor (Hytti et al., 2016). The process of identity construction for female successors involves the negotiation of two different roles, that is, daughter, and business leader, with both of these identities being influenced by societal gender norms and expectations (Xian, Jiang & McAdam, 2020). Female successors find themselves having to adopt masculine identities of ownership and leadership in order to legitimize their claim to running the family business (Hytti et al., 2016; Bryne et al., 2021). Fernandes and Mota-Ribeiro (2017) also highlight the need of female leaders in family business settings to adopt masculine identities in order to gain “respect” in a male-dominated world. This is necessitated due to the successor role itself being socially constructed as a masculine role, collectively by family business members (Bryne et al., 2019). Further attention is drawn to the importance of the phenomenon of ‘self-positioning’, whereby female heirs are forced to define their own roles and positions within the family business in a way that conforms to expected masculine norms (Mussolino, Cicellin, Pezzillo Iacono, Consiglio & Martinez, 2019). Meanwhile, male successors whose masculine identities are different from that of the incumbent are also at a disadvantage in terms of succession – such as fathers who value family over work commitments, and thus are deemed to be unfit leaders (Bryne et al., 2021).

Motivation and Commitment

The role of motivation in determining the career outcomes of daughters in family businesses cannot be ignored (Akhmedova & Cavallotti, 2021). Female successors' motivation centers largely on internal factors, such as independence, self-actualization or a desire to apply their skills and knowledge (Li, Sun, Wang & Ke, 2020). Meanwhile Karatas-Özkan et al. (2011) highlight a sense of responsibility and belongingness as crucial motivating factors. Ethical motivations, such as helping the family and its stakeholders, are also of paramount importance in engaging daughters in the family business (Akhmedova et al., 2020). According to Akhmedova and Cavallotti (2021), these motivational synergies between internal and ethical motivation are especially important in the context of family businesses.

Discussing the types of commitment that female successors feel towards the family firm, Otten-Pappas (2013) highlights that normative commitment (a sense of obligation to join the firm) is present only in cases of emergency, while most female successors display a combination of affective (emotional) and calculative commitment. The findings of Gimenez-Jimenez et al. (2021) point out that the development of affective commitment towards the firm leads to succession intentions, however, this commitment is higher in sons than daughters, potentially due to expectations of primogeniture in succession.

Further considerations

The above reviewed literature, when discussing gender-related successor characteristics, focuses exclusively on the gender-related characteristics of family successors, specifically daughters. Discussion on sons' gender characteristics are notably absent. The specific reasons for this are multifaceted and are out of the scope of this review to fully explore – however, further research projects could be focused on investigating the exact causes of this phenomena. Likewise, research focusing on the gender-specific characteristics of male successors, and their influences on succession could be warranted in the future.

Gender and intra-family relationships in family firm succession

The effect of the relationship between family members on succession processes has been studied since the early 90s (Dumas, 1990; Swogger, 1991; Kaslow, 1998). Most of the research focuses on the relationships between the incumbent leader and the successor, specifically on father-daughter, (Dumas, 1990; Deng, 2015; Smythe & Sardeshmukh, 2013; McAdam, Brophy & Harrison, 2020; Cicellin, Mussolino & Viganó, 2021) mother-daughter (Vera & Dean, 2005; Ferrari, 2019; Cesaroni, Erro-Garcés & Sentuti, 2021), and mother-son (Kaslow, 1998; Cadieux et al., 2002) relationships. However, other intra-family relationships, such as that between the members of the successor generation (Swogger, 1991), or the role that wives play in succession processes, (Cosson & Gilding, 2021) are also discussed. As such, contents of this chapter were organised based on whether the relationship dynamics discussed exist on the level of the duo that is the incumbent and the successor, or on the level of the wider family, which include non-incumbent parents and siblings in relation to the successor.

Gender and intra-family relationships in succession on the incumbent-successor level

In general, it can be said that the role that the incumbent generation (the parents) play in succession processes is significant (Schröder, Schmitt-Rodermund & Arnaud, 2011; Cater & Young, 2022; Humphreys, 2013; Feldmann et al., 2022). The career choices of the successor generation are significantly influenced by their perception of their parents' work, and the examples they provide (Schröder et al., 2011; Feldmann et al., 2022). While daughters report an overall lower likelihood of succession as compared to founding their own business (Schröder et al., 2011), family influence can be a mitigating factor (Feldmann et al., 2022). The incumbent generation's support and mentoring is a key factor of the success of the transfer of the firm's leadership (Humphreys, 2013). However, there exist differences between the mentoring done by fathers, and the mentoring done by mothers (Cater & Young, 2022).

Father-daughter relationships

The most researched type of intra-family relationship in terms of succession processes is the relationship

between the incumbent father and the successor daughter. Cicellin et al. (2021) point out that the paternalistic leadership style of the father heavily influences the outcomes of the succession processes. However, if the father is not the incumbent leader, but the spouse instead, his role in the succession processes is greatly diminished (Cesaroni et al., 2021). First examined by Dumas (1990), she states that the relationship between father and daughter is key in developing the daughter's successor identity, contrasting it with the identity construction of sons, who instead seek to separate from their fathers. More recently, McAdam et al. (2021) agree that daughters need certain elements (such as preparation, endorsement, or credibility) of the father-daughter relationship in order to construct their own identities – however, they also need to develop independently from their fathers as well. For the father-daughter succession to be fruitful, the daughter's early socialisation into the family firm (Smythe & Sardeshmukh, 2013; Deng, 2015), open communication between father and daughter, and the successful negotiation of the father's continued involvement post-retirement are key factors (Smythe & Sardeshmukh, 2013). Deng (2015) also points to out the importance of the successful transfer of the father's social capital to the daughter.

Mother-child relationships

Gendered discussion can also enter family firm succession in the cases of female founders or incumbent leaders, and the unique aspects of their relationships with sons and daughters. Female managers spend significantly more time raising children than male managers in addition to running their businesses (Cadieux et al., 2002). Consequently, female managers feel more responsibility for nurturing and preparing the succeeding generation than male managers (Kaslow, 1998). Cadieux et al. (2002) argue that this has a significant impact on succession processes, as the increased attention results in different relationship dynamics between incumbent and successor than in more traditional male leadership. However, in a mother-to-daughter succession process, difficulties may arise that are not present in a mixed-gender incumbent-successor situation (Vera & Dean, 2005; Cadieux et al., 2002; Ferrari, 2019). Vera and Dean (2005) suggest that there are “underlying issues” involved in relationship dynamics where mothers manage their own daughters, and that female incumbent leaders often have trouble relinquishing control of the firm to their daughters. Ferrari (2019) likewise points out that mother-daughter succession has its own share of unique difficulties, such as the boycotting of the next generation by the incumbent, the power-asymmetry between mother and daughter, or the gender-specific relationship issues between the two parties. On the other hand, mother-daughter relationships can also positively influence female succession, as having a self-employed mother as a positive role model can offset traditional gender norms that would otherwise hinder the daughter in succession (Feldmann et al., 2022).

Gender and intra-family relationships in succession on the family level

Mother-child relationships also factor into cases of succession processes where the incumbent is the father (Cesaroni et al., 2021; Vera & Dean, 2005; Cosson & Gilding, 2021). In the case of father-child succession, the role of the mother is often characterised as a mediator between the incumbent and the successor (Cesaroni et al., 2021). The effect of the wives (who are also the mothers, in most cases) on family firm successions is characterised both by their influence on the family's socialisation dynamics, – such as raising the children, being the “emotional manager” of the family, or setting examples of autonomy and choice for the future generation – as well as their influence on the career path choices of the next generation (Cosson & Gilding, 2021).

The relationships between siblings also influence family firm succession processes (Vera & Dean, 2005; Swogger, 1991). According to Swogger (1991), sibling relationships are paramount to the positive outcome of family firm succession processes, with the successor generation requiring strong bonds between each other, being able to separate themselves from the incumbent generation, and being able to step into the leadership roles together for the best possible outcome. When it comes to multiple siblings in the successor generation, clearly defined roles, and expectations, as well as previous experience of working together prior to succession can ensure the most qualified sibling being chosen for the successor role, as well as avoid conflicts or rivalry between the siblings (Vera & Dean, 2005).

Further considerations

The body of research analysed in this chapter does not reflect on any other family members who may be involved in succession – however, the role that wider family mem-

bers (such as aunts/uncles, grandparents, cousins, etc.) or spouses may be significant in certain cases, depending on family firm composition.

Father-son relationships are also not explicitly discussed in the reviewed literature. As before, the causes of this specific relationship dynamics not receiving focused attention from a gender research perspective are multifaceted, and it is not the goal of this paper to uncover them – but further research into these causes is certainly warranted. Likewise, the examination of father-son relationships and their gender dynamics could provide valuable contributions to both family firm and gender research.

Discussion

Building upon previous literature reviews discussing the field of gendered issues within family businesses (Martinez-Jimenez, 2009; Campopiano et al., 2017; Nelson & Constantinidis, 2017), this article provides a comprehensive review of prior literature discussing gendered topics within family firm succession. It does so by analysing the three themes identified in existing literature, namely (1) the impact of gender on succession planning processes and succession outcomes in family firms, (2) the impact of gender-related successor characteristics on family firm succession, and (3) gender and intra-family relationships in family firm succession. On the first theme, it highlights both the influence of the incumbent's gender, as well as the influence of the incumbent's gender preferences for the successor on succession planning. The gendered differences in the outcomes of succession processes are also described. Regarding the impact of gender-related successor characteristics on family firm succession, the paper highlights the literature's focus on female, specifically daughter succession when discussing gender-related characteristics. It finds that the main

Table 2

Identified research gaps and proposed research questions

Identified research gap	Suggested research questions
#1: Examining the gendered dynamics of father-son relationships in family business.	#1A: How are father-son relationships gendered during a family firm succession process? #1B: How does the gendering of father-son relationships differ from that father-daughter relationships, or mother-child relationships during family business succession?
#2: Investigating the way gender dynamics manifest through the interactions of the extended family (siblings, spouses, etc.) and how those dynamics might influence succession.	#2A: How are the roles of spouses gendered during a family firm succession process? How do the gendered roles and expectations differ between husbands of incumbents and wives of incumbents? #2B: How are roles, interactions and relationships of wider family members (aunts/uncles, cousins, siblings) gendered during a family firm succession?
#3: Examining identity construction of sons and male successors in a family business succession context, construction of masculine leadership identities.	#3A: How do male successors construct masculine leadership identities for family business succession? #3B: How does the identity construction of female and male successors differ during succession processes?
#4: Analysing whether gender is considered relevant during succession planning or not.	#4: To what extent is gender considered relevant by incumbent family business leaders during succession planning?
#5: Studying the effects gender dynamics and gender diversity on a board level has on family firm succession processes.	#5: How does board gender diversity impact family firm succession planning processes and succession outcomes?

Source: own compilation

gender-related factors influencing daughter's family firm successions are the various obstacles stemming from gendered norms and stereotypes that they have to face, as well as their own internal characteristics, including attributes, motivation, commitment to the firm, and their construction of gendered identities around the leadership of the firm. Finally, the review summarises the effect that different intra-family relationships, such as father-daughter; mother-daughter; mother-son; or sibling relationships have on family firm succession. Notably, the effects of father-son relationships are mostly absent from existing literature (Table 2).

Over the course of the literature review, several significant research gaps were identified by the author, which are presented below, together with research propositions that may be utilized by future research to fill such gaps:

As a first research gap, the lack of research on certain gender dynamics in intra-family relationships is highlighted. Whilst examples can be seen for father-daughter (Dumas, 1990; McAdam et al., 2020), and mother-child (Kaslow, 1998; Vera & Dean, 2005; Ferrari, 2019), there is very little research on father-son relationships, and the succession of sons as a whole (Cheng et al., 2021). Future research could examine the gendered relationship dynamics that are specific to fathers and sons in a family business setting. Based on this, a potential research proposition to be examined could be that father-son relationships are not seen as "gendered" the same way that parent-child dyads involving a woman are.

Following up on the first gap, a lack of research into the role that wider family members (such as aunts/uncles, grandparents, cousins, etc.) or spouses play in succession processes, and the gendered relationship dynamics that stem from them are also not covered in the reviewed literature. Further research projects could investigate the way gender dynamics manifest through the interactions of the extended family, and how those dynamics might influence succession. Likewise, a research gap was identified around the sibling relationships, and how they affect succession processes. While there has been previous research into the topic (Swogger, 1991; Vera & Dean, 2005), more recently, there have been very few publications on the topic as per the author's knowledge. New research into the topic could bring further contributions to the field of intra-family relationships in family firm succession.

Third, similarly to the first research gap, there exists numerous literature on the gendered identity construction of daughters around leadership and management roles (Hytti et al., 2016; Fernandes & Mota-Ribeiro, 2017; Bryne et al., 2019; Bryne et al., 2021). While Bryne et al. (2021) highlight the fact that male successors also face issues related to the construction of masculine leadership identities, the field of gender identity research in succession is lacking in terms of men's identity construction as a topic. More research would be necessary to examine how sons construct their identities around the hypermasculine expectations of management roles (Bryne et al., 2021), as well as more comparisons between the experiences of sons and daughters could prove interesting for the field.

The examination of other gender-related characteristics of male successors in relation to family firm succession could also be warranted.

Fourth, a disagreement in whether gender is relevant (Galiano & Vinturella, 1995; Ahrens et al., 2015; Umans et al., 2021) or not (Chrisman, 1998; Hossain et al., 2022) in the context of succession planning has been noted in previous literature. Further studies into the issue could contribute to either point of view, and help in creating a clearer picture of the importance of gender in succession planning. A potential research area into the question could be the examination of whether gender is a relevant factor for incumbent leaders when deciding on their successor in family businesses.

Finally, in the previously reviewed literature, discussion concerning succession planning and outcomes focused solely on the gender of the incumbent and the successor at an individual level. However, gender dynamics may also be evident at other levels of the family business, such as the board, the owners, or even the family itself. Additional research into the effects of gender dynamics and gender diversity in these bigger family business units on succession planning and outcomes could offer further contributions to the field.

Conclusions and limitations

The review provides a future research agenda for scholars wishing to research family firm succession, as well a starting point for those seeking to deepen their understanding of the discussed topics.

This study is limited in its scope by several factors stemming from the selection criteria applied to the included literature. By sourcing the articles included in this literature review from Scopus, it is possible that certain articles, published in journals not contained in Scopus' database were missed by the author. Likewise, by excluding documents not written in English, or published in a format other than journal articles, some pieces of information may have been missed. While this literature review focuses on the topics of Business Management, the issues of gender dynamics could be approached from a variety of other perspectives, for example from that of Social Sciences. Future research could focus on providing literature reviews with the inclusion of those above-mentioned criteria, as well as on approaching the gendered discourse on family firm succession through the lens of other fields.

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Summary table of the articles

Author and year	Sample and method	Aim of Study	Results
Ahrens et al. (2015)	n=804	Investigate labor market constraints in CEO succession contests in family firms with concentrated ownership	Males are still preferred choice for succession; Succession more likely to occur if heir is male; Preference for male family heirs limits labor market selectivity; Successors are not chosen based on qualifications or human capital, but by predecessors' gender preferences
Akhmedova & Cavallotti (2020)	n=3, multiple case study method	Explore the psychological link between daughters and family, and the psychological processes behind a daughter's acquisition of a high position in the family firm; analyse patterns of daughter's motivation in family businesses	Important differences in terms of extrinsic, intrinsic and ethical motivation among daughters that occupy different positions; These differences affect the way daughters interact with business environment, and how they justify themselves as leaders and viable successors
Akhmedova et al. (2020)	n=66	Examine daughter's motivations and perceptions of barriers in taking high-management positions in family business	Three pathways highlighted: „no barriers”, „challengers”, „rational”, based on the configuration of present motivation and barriers; Ethical motivation especially important
Aldamiz-Echevarría et al. (2017)	n=60, qualitative analysis	Investigate the succession process in SME family businesses, how gender could influence the selection of the successor; Focusing on specific factors that may influence women entering the family business	Despite gender not being considered an obstacle to become successor, there are more male successors than females; Birth order influences the succession process more often if the first child is male than if it is female; This is not only a predecessor's decision as many women also decide not to join the family business.
Almlöf & Sjörgen (2022)	n=3, qualitative approach	Examine the roles widows can take in the family business in case of unexpected death of owner-manager spouse, when having played no salient role before said death	Four main roles: „exiteur”, „understudy”, „entrepreneur”, „bridge-builder”; roles are dynamic, a widow can take more than one, or move between them
Bagis et al. (2022)	n=160; Bibliometric literature review	Examine which journals, authors and countries are the most productive on women's entrepreneurship in family business literature; Discover the dominant research topics on woman entrepreneurship in family business literature	Bibliometric data of dominant countries, journals and authors revealed; topics gathered into three clusters: (1) family succession and women's roles, (2) gender bias and leadership and entrepreneurship, and (3) identity construction
Bryne et al. (2019)	n=4; Family SMEs, case studies	Investigate how gender structures successor selection	Successor role is construed as masculine; Daughter's chance of succession restricted; being male is not sufficient - most masculine or „hypermasculine” son becomes successor
Bryne et al. (2019b)	n=7, qualitative analysis	Examine how CEOs 'do gender' in management succession and how this impacts their legitimacy as successor CEOs	Successor CEOs enact entrepreneurial, authoritarian and paternalist masculinity; Relational femininity emerges as important tool for legitimacy; women CEOs need to adopt and combine various masculine and feminine identities to become legitimate
Cadieux et al. (2002)	n=4, case studies	Explore the succession processes of family businesses ran by women	Female owners reluctant to begin succession-planning until necessitated by circumstances; Points of resistance include characteristics and traits of owner-manager; poor communication between incumbent and successor; lack of trust between incumbent and successor
Campopiano et al. (2017)	n=87, systematic literature review	Map literature on women's involvement in family business	Drivers and outcomes of women's involvement in family firms outlined; research gaps identified and research questions proposed
Cater & Young (2022)	n=18, qualitative case studies	Examine the preparation process for daughters as successors in family firms in the United States	Reciprocal social exchange process between parent mentors and daughter successors; Significant elements in the preparation process: positive childhood experiences, choosing and earning relevant college degree, daughter's autonomous decision to enter family firm, guided on-the-job training, counsel and advice to overcome crucial issues of male gender bias and childcare responsibility; Difference between mothers and fathers as mentors in understanding daughter's position in firm
Cesaroni et al. (2021)	n=2, longitudinal case studies	Understand how women entrepreneurs involved in a succession process as incumbent manage their double identities of entrepreneur and mother, and the interplay of the two identities	In succession processes with father as incumbent, mothers act as mediators, but in case of mothers as incumbents, fathers are not involved, mediator role not required
Chang et al. (2020)	n=9, narrative inquiry	Explore the aspects of succession planning in family business, especially the role of female family members in succession and conflicts	Lack of consideration for female family members in succession planning; lack of involving female family members shortens lifespan of business
Chen et al. (2021)	n=247	Examine whether the gender of entrepreneurs' children affects corporate innovation and long-term decision making	Entrepreneurs with male heirs exhibit more long-term orientation and innovativeness in decision-making than those without, due to preference for sons succeeding them
Chrisman et al. (1998)	n=485	Investigate the most important successor attributes in family business succession	Integrity and commitment to the business rated as most important attributes; birth order and gender found to be least important
Cicellin et al. (2015)	Theoretical paper	Examine the impact of paternalistic leadership on the gender diversity of family firm succession	Proposed model of how benevolent, authoritarian or moral paternalistic leadership styles of the predecessor affect male and female successors: a benevolent style favours female successors, an authoritarian style favours male successor, and a moral style provides equal chances for the success of succession regardless of gender

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Cosson & Gilding (2021)	n=34	Examine wives' influence on family business succession	Wives influence succession through normative (child-raising), interactive (emotional management) and experiential (reconfigured marital dynamics and gender roles) socialization; Wives influence children's vocational choices, either encouraging or discouraging them from joining the family business
Curimbaba (2002)	n=12; Multiple case study	Analyze how the family and business structures affect the daughters' visibility in managerial positions, and the resulting gender relations	Dynamic Triangular Model of heiresses (Professional, Anchor, Invisible)
Deng (2015)	n=4, case study approach	Explore factors facilitating and impeding father-daughter succession in Chinese family businesses	Daughters in study were encouraged from a young age to become successors; Importance of good relationship with father highlighted; Taking over father's social capital seen as a challenge; Successor daughters may have difficulty in establishing authority
Dumas (1989)	n=20	Examine father-daughter relationships in relation to family business succession processes, and daughter's identity construction	„Caretaker of the king's gold” as daughter's identity; Caring for the father and the business alike; Five steps of managing the father-daughter relationship: Consider daughters as viable resources; Assess and discuss the daughter's potential; understand female developmental issues; Uncover assumptions about the process; Provide crucial training
Feldmann et al. (2022)	n=2897	Predict the career status of the sample of young Europeans (aged 18–35) from 11 countries, with at least one self-employed parent	Gender identity is associated with career status; Women more likely than men to be employees vs. successors to a family firm; However, women no less likely to be a founder than either being an employee or successor
Fernandes et al. (2017)	n=12; Two focus groups of 5 (inherited family business) and 7 (started own business); Discourse analysis of data collected	Compare how businesswomen with different initial bounds to their businesses resort to gender discourses to construct a shared business identity in group interaction	The identities of businesswomen are constrained and produced by different masculinities (authority, professionalism and self-determination) and femininities (restrictive and emancipatory)
Ferrari (2019)	n=11, Italian family SMEs	Investigate the power dynamics of mother-daughter succession in family business	Power asymmetry remains in mother's favour even after succession; legitimacy of daughter successors challenged even by woman predecessors; power is important in itself, regardless of the gender of who exercises it
Galiano & Vinturella (1995)	n=10	Explore biases and underlying perceptions toward females in a family business context	While traditionally successor gender impacted succession planning, positive examples of female successors show changing attitudes
Gherardi & Perrotta (2016)	n=2, qualitative analysis	Explore the interplay between gender and legitimacy in family business succession; Family business conceptualised as locus where two regimes of engagement are present, generating the copresence of two orders of worth: the domestic and the industrial	The daughters' perceived gender inequality in the succession process is justified; the dual regime of engagement is what justifies the reproduction of a specific gender regime
Gimenez-Jimenez et al. (2020)	n=18576	Explore the role of affective commitment in the relationship between family business exposure and succession intentions in the context of enterprising families; Investigate the moderating role of gender and birth order in the relationship between family business exposure and affective commitment in the context of enterprising families	Affective commitment partially mediates the relationship between family business exposure and offspring's succession intentions; This relationship is stronger for sons than for daughters, primogeniture an influencing factor; Birth order has no effect on relationship between family business exposure and affective commitment.
Halkias et al. (2010)	n=63	Investigate the trend for daughters in Asian family businesses to succeed their fathers, and factors that impede or support succession intentions of daughters	Men more likely to stay in family business than women, who often seek employment elsewhere; family business environments in Asia still male-dominated, restrictive for women, who choose to „run away”
Harveston et al. (1997)	n=983	Examine the extent to which differences are evident between male- and female-led family businesses in succession planning processes	Significant differences in succession-planning process between male- and female-led family businesses; Explanations could be differences in characteristics or human capital of owners, or differences in firm size/formalization
Hossain et al. (2022)	n=287	Examine the impact of the factors such as governance board, gender and business strategies on the succession planning in Bangladeshi family-owned businesses	No impact of gender on succession processes of family-owned businesses
Humphreys (2013)	n=14, qualitative thematic analysis	Examine how daughters take the lead in their family businesses; Investigate relevant issues that characterize the succession process for daughters, the attributes of daughter successors, and what, if any, features distinguish their leadership style	Skill and commitment override gender in successor selection; successor-incumbent relationship key; mentoring by incumbent the principal vehicle for transfer of business leadership; Emotional competence a key successor quality
Hytti et al. (2017)	n=4, narrative analysis & case study research	gendered analysis of how daughters navigate family businesses and construct identities as family business leaders	Daughters construct gender and leadership identities in interactions with others by opposing, expanding and making use of the gendered scripts available to them; they produce masculinized identities as strong owners; daughters have to navigate unspoken attitudes, hidden assumptions, stereotypes, power relations and expectations from external and internal stakeholders

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Karataş-Özkan et al. (2011)	n=8	Examine the key drivers for active involvement, contributions and challenges of women in family businesses	Drivers behind active involvement: independence, a sense of responsibility, flexibility in work arrangements, high income, career opportunities, a sense of belongingness; Contributions: Growing & Restructuring business, improving processes and communication; Challenges: work-home conflict, invisibility, lack of female peers
Kaslow (1998)	n=2, case study approach	Examine mother-son family business succession dynamics and interactions	Female incumbents take more responsibility for the preparation of their successor than male incumbents; Mother-daughter-in-law rivalry must be taken into account
Koffi et al. (2014)	n=7, case studies	Examine how credibility of successor is achieved in family business succession	Male and female incumbent leaders adopt different behavioral strategies in order to bring credibility to their successors.
Li et al. (2020)	n=5, qualitative analysis	Understand the experiences, motivations, challenges and opportunities of second-generation female entrepreneurs in Chinese family businesses	Motivations of women entrepreneurs centered more on internal “pull” factors (e.g., self-actualization, independence, achievement) rather than external “push” factors (e.g., economic pressures); Major challenges include tense relationships with parents, gender-role conflicts, and alignment issues with the family businesses’ established culture.
Maciel et al. (2020)	n=652	Identify the factors that influence the decision of the selection of a woman successor in the family business	Female owner/manager increases likelihood of female successor - likewise, male ownership decreases likelihood; larger businesses less likely to have female successors; industry sector also influential
Martinez Jimenez (2009)	n=74, systematic literature review	Analyse obstacles to and positive aspects of involvement of women in family business	Obstacles involve invisibility, emotional leadership, and primogeniture
Maseda et al. (2022)	n= 225, Bibliographic literature review	Map literature on women’s involvement in family business	Five thematic clusters: (1) female entrepreneurs and family firms; (2) women in family-firm governance; (3) family–business dynamics; (4) women in business succession; and (5) temporal and spatial dimensions of women’s involvement; Research questions proposed by authors
McAdam et al. (2020)	n=14	Explore daughter’s identity construction in father-daughter succession, and the role of gendered relations in identity work	Legitimate successor identity co-constructed with incumbent father; Factors enabling co-construction: Support and preparation from father; partnership between father and daughter, or „osmotic credibility”; father’s endorsement of daughter; Factors constraining co-construction: lack of shared vision; father’s generational shadow
Mussolino et al. (2019)	n=4, narrative analysis	Analyze how female successors describe their self-positioning in male-dominated family businesses, once the succession process has occurred	To be accepted within dominant social norms, daughters use particular trajectories for self-positioning to reflect masculine norms
Mustafa et al. (2019)	n=2, qualitative analysis	Investigate how do gender perceptions/ attitudes influence successors’ learning and development in family businesses	Gendered perceptions of incumbent influence learning strategies of the successor; knowledge provided or withheld based on gender of the successor; Female successors adopt experimental and observational learning methods as alternative
Nelson & Constantinidis (2017)	n=157, literature review	With what meaning and to what degree does the family business succession literature historically consider gender and/or sex as a theoretical construct and variable of interest?; How can a social construction of gender lens be conceptualized to add value to family business succession research moving forward?	The family business succession literature undertheorizes gender; When the succession literature considers gender, it regards it as a stable and objective condition of women; The succession literature demonstrates a deep tension between patriarchal and egalitarian gender norm system viewpoints; The succession literature embeds the gendered lens of its researchers, largely unspoken.
Otten-Pappas (2013)	n=6, multiple case study design	examine to what extent female successor commitment displays particular characteristics and which insights this sheds on successor commitment theory.	Imperative commitment was not observed; normative commitment was only observed when the female successor was the oldest sibling and when a crisis/emergency occurred; the occurrence of a crisis/emergency (e.g. death of the incumbent or business crisis) is proposed as an additional antecedent for normative commitment; successor commitment among female successors was found to change over time; all female successors either kept or developed affective commitment; personal opportunity costs are an important component of calculative commitment for female successors; female successors showed a particular combination of affective and calculative commitment
Overbeke et al. (2013)	n=21	Examine how implicit and explicit factors such as gendered cognitions, contextual factors, and daughters’ deliberative thought processes contribute to their decisions to seek family firm succession	Daughters are often blind to the possibility of succession; Succession only considered when motivated by critical event; Key role of parental support and mentoring

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Phikiso & Tengeh (2021)	n=120	Investigate the qualities and attributes that family-owned businesses desire in a potential successor	Characteristics preferred by incumbent: management skills; leadership skills; ability to relate well with members of the family; show interest in becoming successor, possess greater aptitude than other family members; understand the business vision; trustworthiness; commitment to the business; management experience; related by blood or law; able to harmonise the interests of the family with those of the business.
Ramadani & Gërguri-Rashiti (2017)	n=97, systematic literature review	Explore the recent trends in global marketing, gender and family entrepreneurship in Asia; Provide an overview about research on global marketing, gender and family entrepreneurship in Asian countries and future directions	Motivating factors for female entrepreneurs include the desire for autonomy, freedom, and flexibility; succession in larger Asian family businesses still focuses on male successors
Ramadani et al. (2017)	n=10, multiple case study approach	Identify opportunities for women to become corporate leaders in family businesses through succession planning, in an Indonesian context	Benefits of involving women in the management of family businesses include their personal traits of patience, fastidiousness, tenacity and thriftiness; wider access for Indonesian women to corporate management positions, and broader participation for them is required
Remery et al. (2014)	n=232	Investigate gender differences among (potential) successors of Dutch family firms regarding education, self-perceived capabilities and ownership ambition	Clear gender difference regarding ownership; men strive more often for full ownership, while women opt for shared ownership instead
Sardo et al. (2022)	n=7135	Analyze the effects of gender and succession on the financing behavior of SME family businesses	Speed of adjustment towards target debt ratio is lower in family firms under female ownership; second and further generations positively influence speed of adjustment, this effect is stronger under female ownership
Schröder et al. (2011)	n=106	Investigate the determinants of career choice intentions of adolescents with family business background	Personality traits, gender, adolescent identification with the family business, perceived parental job rewards, parental succession preference and preparation all significantly differentiate adolescents' career choice intentions.
Smythe & Sardeshmukh (2013)	n=7	Examine relationship quality in father-daughter successions in family business	Early socialisation within the family business, good communication between father-daughter, and deep understanding of the father's shadow helps daughters during the succession process; Daughters use business as a way of bonding with their fathers
Soost & Moog (2019)	n=633	Examine gender differences in organizational performance after succession in family firms, considering social and liberal feminist theories	Succession is gendered, men and women manage their business differently; Female successors realize equal revenues to male successors, but employ more people on average, leading to lower productivity of sales/employee; However, female and male successors have equal satisfaction and growth prospects
Swogger (1991)	n=4, case analysis	Explore the dynamics of intergenerational succession, with emphasis on relationships between members of successor generation	Bond between siblings, autonomy regarding role in family business, leadership skills key for successor generation
Umans et al. (2021)	n=259	Investigate antecedents of succession planning in family firms such as: founder status, family CEO's inability to let go, and the family CEO's gender.	Family firms led by founders show lower succession planning levels than family firms led by descendant family CEOs - linked to founders' inability to let go. Male CEOs affected more than female CEOs - suggesting women find it easier to let go
Urban & Nonkwelo (2020)	n=210	Investigate intra-family dynamics with regard to daughters as potential successors in family businesses	Business context, intra-family cohesion, intra-family adaptability and the parent-daughter relationship are key factors in successful daughter succession planning
Vera & Dean (2005)	n=10	Determine the extent of challenges daughter successors face in a family business context	Challenges include employee rivalry, work-life balance difficulties, blindness to the possibility of succession, harsh comparisons to predecessor in case of mother-daughter succession (but not father-daughter)
Xian et al. (2021)	n=20, qualitative interpretivist approach	Understand daughters' views on gender, family business leadership and succession; Examine the approaches adopted to negotiate the role of female successor/leader in the Chinese family business	Identity construction is a negotiation between simultaneous roles of daughter and future leader; Three strategies identified: (1) follow traditional gender norms and act as temporary leader, (2) act as „second leader“, (3) challenge gender norms and act as independent leader

Source: own compilation