

RESILIENCE BEHAVIORS AND TEMPORAL ORIENTATION IN FAMILY FIRMS

ABSTRACT

This study explores how the past, present, and future interact in family firms in the context of responses to an external adverse event. Our study reveals that family firms exhibit ambitemporality, the simultaneous accommodation of seemingly contradictory temporal orientations, when invoking three relational-based resilience behaviors: drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships. Family firms engage in temporal reflexivity in that they recognize the value of specific resilience behaviors and commit to investing in them, building resilience capabilities for the future. Our study highlights the importance of temporal orientations to understanding resilience in family firms and suggests practical implications for family business practitioners.

Keywords: Resilience, temporal orientation, adverse event, family firms, ambitemporality, temporal reflexivity.

INTRODUCTION

Temporal orientation refers to how far into the past and the future an individual or a collective typically considers in its thinking and decisions (Sharma et al., 2014). A long-term orientation (LTO) (Le Breton-Miller & Miller, 2006; Lumpkin et al., 2010) has been well-documented in the family business literature (Dyer, 2003; Diaz-Moriana et al., 2020; De Massis et al., 2018; Kammerlander & Ganter, 2015; Zellweger, 2007), with LTO associated with higher resilience in family firms (e.g., Calabrò et al., 2021), superior financial performance (Lumpkin et al., 2010; Miller & Le Breton-Miller, 2005), better survival (Lumpkin & Brigham, 2011; Sharma et al., 2014), and higher likelihood of continuity across generations (Jaskiewicz et al., 2015).

While much of the existing family business research has focused on the mechanisms that perpetuate LTO – such as legacies (Barbera et al., 2018; Jaskiewicz et al., 2015; Radu-Lefebvre et al., 2024), organizational imprints (Sinha et al., 2020), and CEO continuity (Debellis et al., 2021; Zahra et al., 2004) – relatively little research has explored how family firms manage in contexts where the long temporal orientation of a family business is disrupted or becomes contested by different stakeholders (Jungk & Waldkirch, 2024; Reinecke & Ansair, 2015; Sharma et al., 2014). Such disruptions may arise from external shocks like environmental jolts (Smith, 2016) or internal events such as the death of a founder (Conz et al., 2020) or family separation (Haag et al., 2016). Similarly, conflicting temporal goals between generations or competing objectives, such as balancing growth with family liquidity needs (Ingram et al., 2016), may also result in conflicted temporal orientations.

This interplay between temporal orientation and external or internal disruptions becomes particularly critical in the context of crises. Events such as natural disasters, financial turmoil, or pandemics often force family firms—typically characterized by a long-term orientation—to shift their focus toward immediate, short-term responses (Pearson & Clair, 1998). These moments of crisis highlight the tension between addressing urgent demands in

the “here and now” and preserving long-term goals (Williams et al., 2017). Yet, family firms often demonstrate a distinctive ability to leverage their unique features to adapt and survive in such situations, showcasing remarkable resilience (Calabrò et al., 2021). This resilience, rooted in their capacity to absorb, respond to, and capitalize on adversity (Salvato et al., 2020), underpins their ability to ensure continuity and long-term survival (Bertrand & Schoar, 2006; Conz et al., 2020; Yilmaz et al., 2023). Building on these insights from the family business resilience literature and the growing body of research on temporal orientation that highlights the importance of understanding how the present interacts with the past and the future when organizational temporality becomes disrupted (Williams et al., 2017), we address the following research question: *How do family firms manage resilience when responding to an adverse event that disrupts their temporal orientation?*

This is an important question in the context of family firms, given that the short-term temporal orientation required when managing a severe adverse event could disrupt the firm’s long-term temporal orientation, long-term resilience, and survival. Understanding how family firms manage temporal complexity when responding to adverse external events could provide important insights into how the past, present, and future interact in family firm decisions. The increasingly volatile, uncertain, complex, and ambiguous (VUCA) external environments faced by family firms (Bennis & Nanus, 1985) means that such firms will face adverse events more frequently, and therefore resilience will be important in these firms.

We address our research question through qualitative inductive analysis of multiple case studies. For these third-generation family firms, the Covid-19 pandemic was an acute (unexpected), novel, and severe external adverse event (Su & Junge, 2023) that created a temporal disruption (Reinecke & Ansari, 2015). Based on our analysis of data from four in-depth cases, comprising 32 semi-structured interviews, 24 participant observations, and thousands of pages of historical data, we identify three relational-based resilience behaviors:

drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships. We show ambitemporality in responses to crises and instances of temporal reflexivity with respect to committing to selected resilience behaviors for future benefit.

Our study makes several important contributions to the family business literature. First, we provide a better understanding of the temporal orientation of family businesses. Building on prior research on temporality in family firms (Diaz-Moriana et al., 2020; Pieper et al., 2020; Sharma et al., 2014), our study reveals that in responding to an adverse external event which creates a disruption to the temporal orientation to the family firm, the response of the family firm is characterized by an ambitemporality orientation (Reinecke & Ansari, 2015); that is, it simultaneously holds both a short-term and long-term temporal orientation.

Second, we extend our knowledge of resilience in the context of family firms by identifying relational-based resilience behaviors that family firms invoke when responding to external adverse events. These adverse events necessitated an immediate response, and the family firms invoked three relational-based resilience behaviors: drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships, to simultaneously attend to immediate short-term challenges and the long-term orientation of the family business. Third, we provide evidence of family firms showing temporal reflexivity (Reinecke & Ansari, 2015), as during their response to the adverse event they identified the strengths of certain resilience behaviors, and committed, during the present crisis, to further strengthening the selected resilience behaviors for the future.

THEORETICAL FRAMEWORK

Organizational resilience can be defined as “the maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful” (Vogus & Sutcliffe, 2007, p. 3418), or more succinctly, as a positive

adjustment to adversity (Sutcliff & Vogus, 2003). Resilient firms have the ability to maintain functionality (Chrisman et al., 2011) and address situations that jeopardize long-term survival (Lengnick-Hall et al., 2011), such as when an organization confronts unexpected disruptive events. While the research on organizational resilience is characterized by definitional ambiguity and pluralism (Hillmann & Guenther, 2020; Su & Junge, 2023; Yilmaz et al., 2024), family firms are widely recognized as an organization that is characterized by resilience. Family firms tend to have higher levels of resilience, due to their desire to continue their family firm into future generations (Anggadwita et al., 2020).

The current body of research identifies a number of possible explanations for how family firms survive adverse events, including resource and capability endowments such as family social capital (Hadjielias et al., 2022; Salvato & Melin, 2008), family and firm cohesion (Calabrò et al., 2021), and firm reputation (Adiguna & Sharif, 2014), while others draw attention to the pivotal role of the CEO in family firm resilience (Mahto et al., 2022). Relational resource endowments are particularly important as they can be deployed across a diverse range of actions and adverse events (Su & Junge, 2023). Hadjielias and colleagues (2022) show that family social capital is reconfigured and strengthened during a crisis, with evidence of both structural and relational changes. Relational resource endowments extend to external stakeholders, with evidence that relationships with external stakeholders are particularly important drivers of family firm reliance (Mzid et al., 2019). Furthermore, family firm resilience has been found to be strongly connected with past and highly valued traditions (González & Pérez-Urbe, 2021). Notwithstanding this, there is still “limited systematic evidence on how families manage and withstand” crises (Calabrò et al., 2021, p. 2) and specifically on how resilience is built in family firms during a disruptive event (Calabrò et al., 2021; Rovelli et al., 2021).

A temporal perspective might be particularly important to understanding resilience in organizations, as resilience is dependent on past learnings and fosters future learning (Vogus & Sutcliffe, 2007). Recent research shifts resilience theory from a static, event-focused perspective to a dynamic, process-oriented view highlighting how organizations must continuously navigate between past experiences and future uncertainties, making resilience an ongoing, adaptive trajectory rather than a one-time response (Hernes et al., 2025). According to the socially constructed perspective of time (Arrow et al. 2004), temporal orientation, defined as “shared manners of valuing and attending to time” (Rowell et al., 2017, p. 314), and also referred to as temporal focus (Chen & Nadkarni, 2017; Gamache & McNamara, 2019), influences individual and organizational decision-making. Individuals generally function in a state of temporal equilibrium, where they align their time allocation and perceptions with external demands. Disruptions to this equilibrium cause temporal misfit (Pérez-Nordtvedt & Harrison, 2025). How organizational leaders approach and make sense of temporal disruptions may determine whether they will suffer or thrive in a given situation (Bartunek, 1988; Smith & Berg, 1986).

Within the family business literature, an emerging stream of research is focusing on the temporal complexities associated with managing an organizational form characterized by a long-term temporal orientation. For example, deference to tradition and the fear of compromising the affective endowment that the family nurtures towards the business may result in family firms being less willing to exploit their superior capability to innovate (Chrisman et al., 2015; Erdogan et al., 2020); more recently, Leppäaho and Ritala (2022) recognized an inherent behavioral paradox between risk-aversion and risk-taking. In the context of responding to an adverse event, family businesses may find that an organizational response that seeks to avoid uncertainty (Slawinski et al., 2017) may result in a response where immediate goals and short-term concerns or pressures dominate over future ones (Lavery,

1996; Marginson & MacAuley, 2008). During crises, the tension between reacting to immediate challenges and sustaining long-term goals becomes particularly crucial, as temporal focus interacts with external and/or internal disruptions (Williams et al., 2017). In this sense, uncertainty avoidance exacerbates short-termism and the response to an adverse event may not be aligned with the long-term orientation of a family business. Overall, the temporal perspective is still a nascent perspective in research on family firm resilience.

Some research on resilience draws attention to how adverse events in family firms might positively increase the business's capacity to meet future shocks and stresses (Yilmaz et al., 2024). This literature shows that family firms experience different outcomes to adverse events with, for example, some exhibiting higher levels of entrepreneurial orientation post-crisis (Moreno-Menéndez et al., 2022), and it hints at how idiosyncratic characteristics of family firms may help them seize post-traumatic entrepreneurial opportunities for recovery and growth (Salvato et al., 2020). This is supported in the broader literature on resilience, where there is research on how some organizations capitalize on adverse events, adapting and transforming activities (Lengnick-Hall et al., 2011), and on the possibility that some organizations, post-adversity, will engage in preparation for future adversity (Behrens et al., 2022; Esteve-Pérez & Rodriguez, 2024).

While temporality has always been an important implicit dimension of family business research (Sharma et al., 2014), a growing body of research on family firms is explicitly focusing on the importance of time, including in the research on family firm resilience. Temporal orientation (Rowell et al., 2017) might be particularly important when a family firm is responding to a resilience triggering event. However, within family business research, the temporal perspective and research on resilience is still at an early stage of development, and few studies on resilience have sought to explore how the emerging research on time and

temporality might provide better insights into how the past, present, and future interact when family firms manage and respond to adverse events.

METHODOLOGY

Research Design and Empirical Setting

To address our research question and take further steps towards theory building regarding family firms' behavior during crisis, we designed an exploratory qualitative multiple-case study (Eisenhardt, 1989; Yin, 2003). A qualitative study is particularly appropriate given the focus on our 'how' question (Yin, 2003). We aimed for a multiple-case approach because it is a well-established method for studying nuanced processes in family businesses (e.g., Clinton et al., 2021; De Massis & Kammerlander, 2020) and allowed us to make comparisons and find similar patterns and/or distinctive characteristics in several cases (Yin, 2009). Moreover, recent research has emphasized the potential of qualitative methods in addressing issues of temporality and resilience in family firms (Conz et al., 2020; Diaz et al., 2024; Diaz et al., 2020; Erdogan et al., 2020; Fletcher et al., 2016). Thus, our multiple-case study enables an unveiling of the underlying processes that family firms enact in managing tensions.

Following Eisenhardt's (1989) recommendation of using four to 10 extreme and transparent cases that illustrate the phenomenon of interest, we used theoretical sampling to select four multigenerational Irish family firms based on the following criteria: a) the firm is fully owned by family members, b) there is an intention to pass the business to the next generation, c) there are multiple accessible generations from which to obtain richer data and to triangulate some aspects, d) the firm has overcome a crisis, and e) there is geographical homogeneity (Ireland) to reduce macroeconomic and cultural variance among cases (Marques et al., 2022). The firms in our sample were small and medium-sized companies representing multiple industries. Each of the four firms had siblings involved in senior management and leadership roles. Table 1 presents a summary of the main characteristics of the selected firms.

Insert Table 1. Case Descriptors

Data Collection

This study employed a combination of data sources to support and triangulate the findings (Jonsen & Jehn, 2009). Specifically, we used primary and secondary data, consisting of initial and follow-up interviews, observations, and archival records, collected between March 2020 and January 2023. Our main data collection consisted of semi-structured in-depth interviews with owners and senior family members active in the business, non-family executives, and board members, including respondents from multiple generations.

We contacted the selected companies via email or telephone call to arrange face-to-face interviews, always with two researchers present. The initial interviews (n=24), which took place at the case firm locations, started with questions about the history of both the family and the firm, and these were followed by questions regarding adverse events, crises, resilience, and the temporal orientation in their decisions. To allow participants to express their opinions flexibly, we asked open-ended questions. Sample questions from our interview protocol include: “Describe the major periods of crisis and upheaval for the business across its history”; “How did the business respond to such periods of crisis and uncertainty?”; “Describe the impact of the crisis on familial relationships”; and “As sibling owners of the business, can you explain the sibling dynamic during a prior periods of crisis?”. When required, we asked participants follow-up questions to gain a better understanding of the phenomenon being studied. For example, when we explored an external adverse event (the Covid-19 pandemic), we followed up with questions about how the influence of the past informed their behavior. During another series of questioning, when exploring the importance of inter-family relationships in navigating periods of crisis, we probed about the experience of working collectively with current competitors.

The interviews, averaging 45 minutes each, were recorded and then transcribed verbatim. To gain additional information when analyzing the data, we conducted follow-up interviews (n=8) to resolve any discrepancies and to validate the insights emerging from our analysis (Creswell, 2009). In total, the 32 interviews amounted to 24 hours of interviews and 533 pages of interview transcripts. We triangulated our in-depth interviews with informal conversations and observations during training programs, company presentations, plant tours, community events, family dinners, and educational programs (Yin, 2003). The conversations and observations allowed us to observe family members' engagement with other family members, nonfamily employees, and community members; they also assisted us in our understanding of resilience behaviors, internal and external interactions, and the importance they give to the past, present, and future for decision-making.

In addition, we collected and analyzed archival material related to our cases. The archival data included company websites, newspaper and magazine articles, radio interviews, videos, documentaries, advertisements, company reports, and company web pages about the family firms. These archival records served two main purposes. First, the material allowed us to familiarize ourselves with the firms prior to the interviews. Second, the archival data before, during, and after the interviews provided us with rich content during the data analysis period. In particular, archival data aided us in understanding resilience behaviors during periods of external adverse events. Triangulating data from multiple informants and sources allowed us to reduce personal interpretation biases and strengthen the reliability of our findings (Patton, 2002; Yin, 2009). Table 2 provides detailed information on our interview data, observations, and archival material.

Insert Table 2. Data Sources: Interviews and Secondary Data

Data Analysis

To analyze our data, we used inductive measures (Langley & Abdallah, 2011), applying an iterative analytical process that involved switching between our cases and existing theory to develop insights and patterns (Miles & Huberman, 1994). Our analytical process consisted of several steps. As a first step, we built case reports for each firm from various sources of information (such as interview transcripts, research memos, timelines, data tables, and archival material) to aid data triangulation and case comparison. We also followed up with informants to fill in details, clarify events, and resolve discrepancies.

Next, we conducted a within-case analysis by inductively coding our data and analyzing it (Fereday & Muir-Cochrane, 2006) in order to uncover themes important for the description of the phenomenon of interest – i.e., the resilience behaviors in family firms and the impact that adverse events have on the temporal orientation of family firms. This allowed us to create provisional categories and first-order codes. Building on this set of inductive observations, we developed second-order themes and aggregate theoretical dimensions (Gioia et al., 2013); for example, categories containing instances in which participants talked about promoting community or community rallying around the business during the adverse event were collapsed into a theme labeled ‘community rallying around the business.’ This was an iterative process that entailed moving back and forth between theory and data, constantly merging and reframing codes (Yin, 2009). These codes served as a basis for our theorizing. Subsequently, we carried out a cross-case comparison. We used replication logic – in which each case is treated as a separate experiment such that theoretical relationships in one firm are verified in other cases (Yin, 2003) – and investigated the similarity (or lack thereof) of patterns across the cases (Eisenhardt & Graebner, 2007; Yin, 2003). We continued this iterative process until we achieved theoretical saturation (Saunders et al., 2018), such that the emerging theory provides

a consistent and robust explanation of family firms' resilience behavior in response to an adverse external event (Eisenhardt & Graebner, 2007).

Data coding was carried out independently by the researchers to avoid potential subjective bias and was then discussed collectively to reach a consensus (Yin, 2009). Manual methods of analysis were employed as they allowed us a closer and deeper analysis of transcripts and captured increased context for quotes. We also used matrices (to organize data) as well as field notes, margin notes, summaries, diagrams, and mind maps in our analysis (Miles & Huberman, 1994). Figure 1 illustrates the structure and ordering of the data, from specific statements about resilience behaviors, to second-order codes and aggregate dimensions. The data structure presented is therefore also the result of an exercise of axial coding (Strauss & Corbin, 1998) in the production of second-order codes and aggregate dimensions, which sought interconnections among codes and comparisons with existing theory. We provide the most exemplary quotations interspersed in the text and some additional quotations for each of the second-order codes in Table 3. Table 3 provides a summary of the temporal orientation and resilience behaviors for each of the four cases. Table 4 provides additional supporting quotes for each of the resilience behaviors. This lengthy, iterative process yielded the insights that follow.

Insert Figure 1. Data Structure - Resilience Behaviors

Insert Table 3. Temporal Orientation and Resilience Behaviors by Case

Insert Table 4. Additional Quotes Evidencing Resilience Behaviors

FINDINGS

The iterative process between reviewing our data and revisiting the literature shows that family firms managed and reconciled the temporal disruption created by an adverse event, the Covid-19 pandemic, by simultaneously maintaining multiple temporal perspectives and by relating the challenges of the present to the firm's past and to its (imagined) future (Table 3). Based on our in-depth analysis across four family firms, we observed that when responding to the adverse event that threatened the firm's survival, family firms invoked three relational-based resilience behaviors: 'drawing on predecessor's prior actions,' 'trusting sibling bonds,' and 'leveraging inter-firm and community relationships.' For each of these resilience behaviors we observe that the firms related the activities required in the present to respond to the external adverse event by relating the present to the past and to the future - 'past-present' (when we saw evidence of the past informing the present), 'present-future' (when we observed the future informing the present) and 'past-present-future' (when we saw evidence of both the past and the future informing the present). This is summarized in Figure 2.

Insert Figure 2. The Temporality of Family Business Resilience Behaviors in the Context of
an Adverse Event

Drawing on predecessor's prior actions

We observe that family firms drew on the actions of prior generations. This could be the influence of a parent, grandparent, or great-grandparent. During the period of the adverse event, the CEOs regularly paid attention to tradition and history and called upon the values of prior generations (second-order themes). During our interviews we heard statements such as "I would pause and reflect on what Dad would do"; "my grandparents have been through so much, they survived, the business continued, and they did so with such dignity"; and "while he has

passed I can still feel his values informing my decision-making.” We labeled this resilience behavior as ‘drawing on predecessor’s prior actions,’ as it was associated with the family firm using the legacies of former generations to guide decision-making during the crisis. This resilience behavior was evidenced across all of our cases.

In Case D, a third-generation hotel, the business was severely impacted by the pandemic, with the hospitality sector being “basically decimated” (Co-CEO, 3G). During the interviews, the CEOs, two siblings, described how “hotels were allowed to stay open for essential services” during the pandemic. This meant that the family had to work together to keep the operation running. According to one of the sibling CEOs (third generation):

We both worked seven days and a double shift. [My sister] worked the starter section in the kitchen, I helped with the preparation and was front-of-house for service. So, it was tough. But you know what? You just get on with it...you just roll up your sleeves and you get on with it. That is what a family business means. I think if it was in a corporation, it may be different. There is a realization here that we are family. (Co-CEO, 3G)

The other sister continued:

It was long, long hours, it was 14-hour days and no days off. So, it takes its toll but, you know, it just needs to be done. We have been resilient, you know, through other things, so let's hope we can be resilient during this. (Co-CEO, 3G)

When the pandemic first hit, difficult short-term decisions crucial for survival were necessary. The third-generation directors made the hard decision to halt all non-essential aspects of the business, including reducing their team by 83%. Many of the hotel’s employees had been with the business for decades, making this decision particularly challenging. In making decisions during this period, highlighting a ‘present-past’ temporal perspective, one of the third-generation Co-CEOs highlighted the importance of prior periods when resilience was needed: “As a third-generation family business, we are relying on the resilience we’ve had in the past... that we’ve managed to get through all the various different things that have come our way” (Co-CEO, 3G). Another Co-CEO recounted the past crises the family firm had successfully navigated:

We are well-used to crises at the hotel. My grandmother and mother always...every year, a couple of times a year the water from the [nearby] river flooded the building here in the hotel. We've gone through 9/11, we've gone through foot-and-mouth in 2001. My mum went through the North-South Troubles during the 70s... so we are relying on the resilience that we have built up as a third-generation business in operation over 73 years. (Co-CEO, 3G)

One of the greatest challenges for Case D was the need to rapidly adapt to constantly evolving information concerning lockdowns, quarantine periods, closing borders, and travel limitations. As the co-CEO expressed, “Trying to change and adapt with the fast change of information that was coming out was really difficult.” Evidencing a ‘past-present-future’ temporal perspective, the co-CEO further explained during our interviews, “Watching all the business disappear off the books was just horrendous... We wondered if the hotel would ever open again” (Co-CEO, 3G). As one of the third-generation co-CEOs noted, “The legacy of the past was [ever-present] in our thoughts... Ok we have had to change our approach, but we knew this [hotel] business had to survive beyond our generation” (Co-CEO, 3G). Being present in the business for most of their lives, the third-generation co-CEOs witnessed firsthand the mindset of their predecessors: “they [prior generations] wanted to continue to invest for the future, our future” (Co-CEO, 3G), but equally, they observed “the hardship faced by my mother and also our grandmother [reference to being a divorced mother] as women in business” (observation, corporate presentation, Co-CEO, 3G). This enduring commitment to the past prompted the current decision-makers to reinvest in the business, drawing on the principles instilled by their predecessors. One family member explained,

You always put back into the business to make sure that it is there for the next generation. That’s what we [all three generations] have done. We don’t take hoards of money. If the business makes money in a year, it’s not, “Oh yeah, let’s buy a house”; it’s being reinvested back in. I suppose that’s what has kept the business going. Anything that was made, it’s to keep going with the business, seeing where we can improve and how we can make it better. (Co-CEO, 3G)

This enduring commitment to reinvestment, a principle passed down through generations, enabled the family firm to focus on long-term sustainability and growth even during the crisis. Thus evidencing a ‘past-present-future’ temporal perspective.

Similarly, in Case B, the CEO explained how during the pandemic their business “was in trouble” (CEO, G2). He outlined:

We'd sell 4 million a year to [company name], they were shut down. All our hardware business; they were all shut. One chunk of our business where we sell to smaller alcohol wholesalers. It's worth around 20 million; that was gone. So we were looking at [losing] about 30 or 40 million of business. (CEO, G2)

During the pandemic, the founder was not around to assist with the decisions, which the third-generation director explained was “very difficult”:

The fact that he hasn't been here since Covid, people can't cope. They find it really tough and everyone is asking "how is he doing?". The only time he's ever not been in here for a period of time is because he has been in hospital. So it's very unusual for him not to be here. And I think there was actually probably a resettling period. As much as Covid was a stress for people. Him not being here is a huge thing as well. (Marketing Director, G3)

However, the directors explained how they have “inherited behaviorism and attitudes [from their father and grandfather]” and how this helped guide their decision-making process during the pandemic.

Furthermore, demonstrating a ‘past-present-future’ temporal perspective, the third-generation director explained how the business looked to its past to guide its future decisions: “As much as we live in the present and we're very forward driven, there's a huge culture living in the past here” (Marketing Director, G3). Another director further explained how the founding generation still has a strong influence on the business:

His [our grandfather's] presence here is so strong and I think it makes the business a little bit special. It's a differentiating factor... You still hear stories of granddad. It's very much like folklore around here. Every so often Dad would tell stories coming up to Christmas parties and stuff. I went through the archives recently of all our photos. You find stuff and you bring them back out. But I think it's [the past] very much alive and active here. (HR Director, G3)

Similarly, for Case A, a third-generation farming machinery distributor, our interviewees explained how the market was unpredictable at this time, with a huge demand for products and rising prices. The business was classified as an ‘essential’ business during the pandemic due to the nature of their industry, allowing them to remain open despite the restrictions (Government of Ireland Archival Records). However, business was disrupted. For example, pre-Covid, the firm ordered stock 3 months in advance, whereas during the crisis it was 6 to 9 months. Suppliers were urging earlier orders due to price increases, which for directors was “concerning because we weren’t sure if the demand would persist or how long it would last” (Parts Director, 3G). Evidencing a ‘past-present-future’ temporal perspective, during our interviews one of the directors explained that she “didn't really know what to do... Are we going to be in a situation in a year’s time where demand disappears, and we’ve got a huge amount of expensive stock on our books?” (Parts Director, 3G). In making decisions related to these challenges, she explained how she reflected on what her father would do as he “comes from 40 years working in the business and he's been through these [hard] times, several times.” She explained:

I thought, well, what would dad do or what would he say? And I knew exactly what he would do and what he would say, and I did ask him, and he did say exactly what I thought. It was good to get his perspective of what to do, because none of us know what’s going to happen in the future. I suppose asking somebody with that much experience, they're going to have a better steer, or at least they can kind of steer you in the right direction, better maybe than what you might think. (Parts Director, 3G)

The influence of the past also shaped the practices and decisions within Case C during the pandemic. During our interviews, the third-generation leader explained that during challenging times requiring tough decisions, he often reflects on his deceased father and how he would approach similar situations:

These are the moments that you go to Dad and say, “what should we do here?” It wasn’t that he’d know that exact problem, but he had a similar one before. To lose that knowledge was huge for us at that point. And still is. But now I’m looking back, I think it was just, before that you’d turn around and say “listen, I have this problem. What do

you think we should do?” It was realization of “feck we’re on our own now”. (Managing Director, 3G)

During our interviews, highlighting a ‘past-present-future’ temporal perspective, the family directors explained how during the pandemic they remained committed to a long-term perspective. One director emphasized “In terms of business, I want to leave it in a better state than I found it. I always say to my sister, ‘we can’t mess this up on our watch’” (Co-CEO, 3G). Thus, we see that during periods of crisis, family firms demonstrate attention to tradition and history and the importance of prior generations’ values to preserve a long-term perspective and make decisions. Interestingly, for the siblings running Case C, their father’s influence has a significant bearing on their behaviors and the prevailing culture in the firm. In seeking to explain the importance of embracing change for the founder, one sibling (non-executive, G3) spoke fondly about how “we’ve always embraced new technologies and used them to our advantage. I know, I’ll always talk about it, but Dad was the first person in Ireland with a mobile phone.” During the pandemic, we observed that the siblings were keen to ensure that the predecessor’s prior actions were formally recognized in the business, evidencing a ‘past-present’ temporal perspective. In the realization that “innovation is a big part of our culture [referencing the father’s influence],” demonstrating a ‘past-present-future’ temporal perspective, the family created training programs that are delivered to all staff which explain the influence of their father, his influence, and his values. The family even included a clause in their shareholder agreement to give their mother the casting vote because “we felt like she [Mum] is probably the one who will know, or is best placed to know, what dad would have chosen” (HR Director, G3).

We discovered a notable difference in the resilience behavior of ‘drawing on the actions of predecessors’ depending on whether senior generation members were alive or dead. In family firms where senior generation members have passed (e.g. Case C), there was greater

evidence of family history books, portraits, and induction training manuals explaining the contribution of prior generations on the firm. Very often by engaging in the process of documenting their past, family members discovered a lot about prior generations they never knew, we regularly heard “I never knew my parents did that”, or “I was shocked to learn about this”. In firms where senior generation members are still alive but no longer in executive positions in the firm (e.g., Case A, B) while the family reflected upon their prior contributions to the business, there was less evidence of physical artefacts in the organization.

Trusting Sibling Bonds

We saw that the trust shared amongst siblings was important for the firms as it facilitated rapid decision-making. The siblings rallied and looked to each other for guidance, counsel, and emotional support. We saw how siblings were present for each other and how, during periods of high uncertainty and threat to business survival, they were given freedom and autonomy to act (second-order themes). During our interviews we heard statements such as “it was very stressful, but our bond made the challenge seem manageable”; “I know they have my back”; “we grew up together, this is not just a business, it is family”; and “having their support makes this job so much easier.” We labeled this resilience behavior ‘trusting sibling bonds,’ as it was associated with a close bond between sibling owners which assisted in decision-making during the pandemic. This resilience behavior was evidenced across all of our cases.

In Case C, a third-generation family firm owned by three siblings operating in the construction industry, archival records demonstrate that the Irish Government legislated to “close all construction sites with immediate effect” (National Newspaper, 2020). At this time the sibling directors were faced with the bleak prospect of “it [the business] folding on our watch” (observation, keynote talk, Managing Director, 3G). During our interviews the siblings explained that they had to focus on the present and the immediate, short-term challenges: “I still remember sitting here. We had a meeting as a management team [of siblings], talking about

it, and planning what we would do” (HR Director, 3G). While the clear instruction from the government was to close businesses, the sibling partnership adopted a temporal perspective encompassing both the present and the future and realized the “need for action...all we can do is get stuck in” (Managing Director, 3G). “We had to do layoffs... Anyone who could continue working, like quantity surveyors, who were tendering, and that kind of thing kept going. We also implemented remote working” (HR Director, 3G). The Managing Director (3G) highlighted “the strength in our collective when making big [emphasis on the gravity] calls about people's livelihoods.”

We also noted a past-present-future temporal perspective in this case. As one of the G3 directors explained, “giving up was never an option,” while they emphasized the importance of diversifying their portfolio beyond construction: “The pandemic highlighted our vulnerability within a single industry [construction]” (HR Director, observation, site visit). This outlook drew heavily on the past, as one director reflected: “The business was more than just a construction business; it reflected our parents. For us, the business was the family” (observation, company headquarters visit, Managing Director). The crisis provided the siblings with significant time to reflect and seek to build for the future: “We’ve been here [crisis period] before and we knew things would turn [but not knowing when], we needed to be ready” (HR Director, 3G). Leveraging the behaviors of ‘trusted sibling bonds,’ the family engaged in a number of activities seeking to ensure their long-term viability, including the formation of a smart building business and a company providing a turnkey infrastructure offering (Case C company strategic documents, December 2021). Explaining the importance of the trust and autonomy derived from the sibling partnership for long-term strategic decision-making, the Managing Director (3G) commented, “I was allowed [by co-owning siblings] to explore creating tech divisions within the company... the pandemic gave me time [and resources] to make plans for the future.” A new business was launched during the crisis, providing “full-

time on-site facilities services, alterations, refurbishments, fit out, installation and building fabric maintenance services” (corporate website, 2021). The HR Director (3G) commented on how the past informed the siblings’ response to building for the future during the crisis:

...it actually weirdly reminds me a little bit of the way Dad and Mam would have acted. You know, Dad sometimes, if he wasn’t pulled back a bit, he might have gone off and tried X, Y and Z, whereas Mam would be the one, you know, “have you thought about this that and the other?” and might have maybe pulled him back once or twice. (HR Director, 3G)

This demonstrates a past-present-future temporal approach.

Similar to Case C, Case A also faced “an unprecedented situation” during the Covid-19 pandemic (HR Director, Non-Family) of whether or not to implement short-term layoffs across the company during the lockdown periods to ensure business survival. Demonstrating a ‘past-present-future’ temporal perspective, the siblings decided to retain all of their employees. One of our interviewees stated, “The family had a very strong ethos of get good people into the company but don’t overstaff just to let people off at crisis times... get good people in and hold on to them” (Director, Non-Family). A member of the sibling management team told us that during this period, “Any decision we made [emphasis on long-term focus], we pretty much made it together” (Sales & Marketing Director, 3G). Furthermore, it was felt that the responsibilities and pressures of strategic decision making for the long term were lessened because “there were three of us” (Sales & Marketing Director, 3G). In a follow-up interview, one of the third-generation directors reflected:

I can’t imagine having to do that by myself [emphasis on decision making for today and future during the pandemic]. And I think we’ve all [the siblings] thought about it at one stage: “Gosh, what if it was only me that took over and I had all the power or whatever.” And maybe I suppose at one stage or another we all thought in that way. But I think as time goes on, we realize the value in having each other, for those times really. (Parts Director, 3G)

She continued:

We're very lucky in that none of us has everything on our shoulders. Whereas my dad had everything on his shoulders, and he would've had all those worries. Whereas when we go through crises in the future – and with Covid and other things – it's going to be the three of us. So, you know, we're very supported in that way, so we're extremely lucky. I really wouldn't fancy running the business by myself. (Parts Director, 3G)

Similarly, in Case D, the third-generation siblings spoke of their close relationship and how this enabled them to stay open during the Covid-19 pandemic:

[My sister] and I share the office. We're in the office together every single day. We're constantly talking to each other. During Covid too, as far as we're concerned, we're one family unit – her husband and two kids and my husband and [daughter], like, we're just one unit and then with Mum on her own. (co-CEO, 3G)

Illustrating a 'present-future' temporal perspective, the strong sibling bond allowed the directors to collaborate effectively during the crisis. They invested in the kitchen by installing new floors and shelving; they revamped the laundry facilities, painted various areas, and addressed other back-of-house improvements. They also implemented an RFID lock system, which allows guests to use their phones as keys and facilitates mobile check-ins and check-outs. The ability to make capital investments in the business during the pandemic was aided by the 'trusting sibling bonds,' notably how the siblings worked to secure financial capital from second-generation members. A co-CEO commented:

The [financial] agreement itself is quite detailed, between us as a family and how we approached it and how the agreement came up. There were never any disagreements on it; it was "OK, we need to get this done." It's split in three and we still have a loan from Mum that we need to pay back, so in that respect, it was easier for us with the Covid thing to try and restructure the finances. It wasn't an acrimonious kind of structure, so it was easy. And in fairness to Mum, she's very fair with us, all of us, even with my brother, who's not in the business. So we're lucky like that. (Co-CEO, 3G, Case D)

Hence, trusting sibling bonds, which include family members being 'there for each other' and the 'freedom and autonomy to act' are important for family firms during crisis periods as it facilitates short-term crisis management, as well as creating additional emotional support.

Interestingly, within our cases we also observed evidence of a ‘past-present-future’ temporal perspective in situations where family firms see significant value in the resilience behavior of ‘trusting sibling bond’ and seek to invest in its continuity. For example, in Case B, during the pandemic the siblings joined family business network organizations and undertook training programs to enhance their knowledge of family business dynamics. They are aware of the potential for conflict: "we grew up in a house witnessing Dad not speaking with his siblings. It was both awkward and sad" (Marketing Director, 3G). While in Case D, the siblings are committed to maintaining a close-knit relationship and enhancing their governance capabilities. Recognizing the importance of continuous improvement for the firm’s longevity, both sisters actively engage in executive education programs designed to enhance their governance skills and deepen their understanding of effective family business management. “What we have is special; we are very tight as a family [of siblings] and we want to ensure this prevails for us and our children” (presentation, family business executive education program) (Co-CEO, 3G).

We observed differences across our cases regarding the resilience behavior of ‘trusting sibling bonds’. While the sibling bonds were strong across all cases, we observed important differences in cases where siblings worked in the business, while other siblings served in a nonexecutive capacity. In family firms where all siblings worked within the business (e.g., Case A), the siblings’ day-to-day engagement fostered high levels of trust, operational solidarity, and a "we're in this together" mindset, which proved critical during moments of crisis. In contrast, siblings in nonexecutive roles (e.g. in Case C), tended to provide support in a more indirect manner. Their behaviors centered around conflict mediation and emotional support, and they often acted as sounding boards, offering outside perspectives and helping maintain a balanced view during periods of uncertainty. Their distance from daily operations allowed them to offer more objective guidance and maintain family unity when tensions arose.

Leveraging inter-firm and community relationships

We find that family firms drew on relationships with other family firms and with the local community during the pandemic. We observe situations where families exploited vertical family business relationships, including receiving trade credit from suppliers; and situations where they created new horizontal co-operation with other family firms, often exchanging knowledge and learnings. We see the local community rallying around the business with a sense of collective responsibility for the firm's survival. During our interviews we heard statements such as “we are all in this together,” “all we can do is fight, we have strength in our numbers,” and “I know the men and women of this community have my back.” We also heard sentiments such as “we are competitors, but this is bigger than just one firm,” and “what we learned from them [competitor] would have taken months for us to understand.” We labeled this resilience behavior ‘leveraging inter-firm and community relationships,’ as it was associated with evidence demonstrating the pivotal role of community and inter-family relationships in navigating the pandemic. We observed this resilience behavior in Cases A, B and D.

Case B, a third-generation business in the retail industry, operates a franchise business model across the island of Ireland. The business serves as the parent company to over 250 retail businesses, the bulk of whom are family firms. Similar to all our other cases, the family firm had to manage the bleak prospect of business closure which would directly impact “over 250 family businesses [emphasis on one big family] and the many thousands of family firms we employ” (observation plant tour, Managing Director, 2G). Our archives demonstrate how official government policy stipulated that all businesses must ‘lockdown’ and for citizens to remain indoors (Department of the Taoiseach, 2020). Case B (as the parent company) had to rally to apply for ‘Level 5: essential service providers’ status and ensure that the health and safety infrastructure was in place nationwide to commence food distribution (Department of

Health, 2020). As other food distributors (e.g., restaurants; bars; hotels) were closed the country's population was dependent on supermarkets and retail stores for food. With limited national and international logistics, Case B had to quickly mobilize and secure food stuffs for distribution, “to feed the nation” (corporate social media). The traditional route to market for food distribution changed following state legislation (Industry report, 2020), with severe restrictions on the flow of traffic (i.e., customers) in supermarkets (Department of Health, 2020). Furthermore, vulnerable members of society required food home delivery services which needed to be created.

Our interview and archival data suggest how ‘leveraging inter-firm and community relationships’ enabled quick decision-making to deal with the immediate short-term challenges of the pandemic. Case B has a strong affinity to its hometown and the “families that depend on our family business” (CEO, 2G). The firm has won several national and international awards for excellence, with judges regularly commending the firm’s commitment to the local community (e.g., the Deloitte-Best Managed Company Award, 2016). The family's commitment to the local community stems from the firm's centrality in the community. The siblings grew up in the community and worked in the business from a young age. As the business employed multiple generations of a family (e.g., fathers and daughters), the business felt like one extended family for the siblings. In the short term, the family sought to identify “ways we [the community] could survive as one people... we needed them as much as they needed us” (observation, plant tour, CEO, 2G).

Having secured ‘essential status’ (i.e., Level 5: essential service providers), the company was uncertain if workers would be willing to commit to working on the factory floor given the risk of disease infection. Evidencing the resilience behavior of ‘leveraging inter-firm and community relationships,’ the family firm successfully operated on a 24-hour basis across three shifts. The decision to operate on a 24-hour basis was to allow the business to meet

demand across their store network but also to ensure they could comply with ‘safe distancing’ for workers on the factory floor (Department of Health, 2020). Commenting on the changing work patterns, the Marketing Director (3G) said, “We had no issues securing staff, people were behind what we were trying to do, for us and for them [emphasis on the community]” (observation, plant tour). There is a reciprocal relationship between Case B and the local community: “local restaurants, guest houses, hotels, were dependent on the cash and carry, and we were dependent on them, so the loyalty to local was and still is very strong” (Executive, Non-Family). This is evidence of a ‘past-present’ temporal perspective.

Within Case B we also see evidence of a ‘present-future’ temporal perspective. In recognition of their dual directional affinity, during the pandemic, the family business worked on long-term initiatives with local universities and technical institutions to create leadership programs for its employees and local stakeholders (i.e., suppliers, distributors), stating that “when businesses are allowed to re-open, things will be different and will not return to how they were before, we want to ensure our staff and wider community are ready for this new tomorrow” (observation, plant tour, CEO, 2G). Commenting on Case B’s contribution to the community through short-term and long-term initiatives during the Covid-19 pandemic, a third-generation manager suggests:

Everyone knows we’re in it to win together and everyone’s very invested in it [emphasis on enduring commitment]. I think Dad sees this very much as his family to any decision he ever makes. He always says that, he is like, “will this benefit the two hundred fifty families attached?” (Sales & Marketing Manager, 3G)

Another third-generation member commented:

I’ve grown up with them all. It’s very much an extended family to me. It was lovely for me growing up with that kind of environment as well. But I think it makes here special too because everyone’s [referring to the community-based employees] very trusting. (HR Director, 3G)

Further evidence of a ‘present-future’ temporal perspective can be seen in Case B’s engagement with the Gaelic Athletic Association (GAA). The GAA is a voluntary football

organization with a presence in all communities across the Island of Ireland. Our archival records (e.g., company website; regional newspapers; industry reports) show how during the pandemic, Case B worked with local sporting groups to embrace long-term initiatives that could maintain the physical and mental health of community members. ‘Ireland Lights Up’ was an initiative created to allow community members to walk under floodlights during dark winter evenings. Case B provided significant financial and human resources towards this long-term venture.

Similar to the experience of Case B, within Case A we observe leveraging inter-firm and community relationships during periods of uncertainty. In Case A, the farming machinery distributor, the interviewees highlighted how leveraging inter-family relationships was crucial for handling short-term inventory management challenges during the pandemic. Evidencing a ‘past-present’ temporal perspective, a key element was the family’s long-standing partnership with a German supplier. As one director noted, “It’s a relationship built up over many years” (Parts Director, 3G). The Chairman explained the origins of this partnership, recalling how the business was initially established as a 50/50 partnership between the current owning family and the German business family. He shared:

My father approached the German company, saying, “This distributor isn’t performing well, and I’d like to take it on, but I have no money. Will you support me?” They agreed, and he developed a strong friendship with the founder of the German firm. (Chairman, 2G)

Although Case A acquired the German family’s share in 1993, the relationship has since remained strong and proved crucial during the pandemic as it allowed the firm to maintain supply chain continuity and manage trade credit: “There’s a closeness there which helped with security” (Sales & Marketing Director, 3G). He further explained:

“We know the owners very, very well. We'd consider them friends. It's great having those links. That's kind of part of our success is that we've always been able to get our voice heard. Our voice is heard even though we're a very small market, [our partner]

kind of pride themselves on listening to the customer, not walking away from anybody. That's really helped us versus our competition.” (Sales & Marketing Director, 3G)

At the same time, evidencing a ‘past-present-future’ temporal perspective, the strong inter-family bonds reinforced a collective commitment to the firm’s long-term vision and sustainability, encouraging decisions that would benefit the firm into the future. During the pandemic, the Board—which includes the grandson of the founder of the German firm—played a crucial role in providing strategic guidance. Notably, the firm remained committed to continue as a family firm:

“I could never imagine selling it or anything like that... It's not about today or tomorrow. You make decisions for the next generation, whether you can look at them in ten years and kind of be happy with the decisions. We would think like that.” (Sales & Marketing Director, 3G)

Similarly, in Case D, our interview and archival evidence (e.g., regional newspapers, local radio, city council policy documents) of community activities during periods of crisis suggests a strong allegiance and affinity of the family business owners to the local region. Case D is situated in a small university city in Ireland’s southeast, and the city experienced a significant decline in tourist numbers, “which served as the economic lifeline for the city” (Co-CEO, 3G). Evidencing ‘past-present-future’ temporal perspective, investing in long-term projects was something Case D had actively pursued across its three generations: “Yes, absolutely, the capital investments we have made [referring to bedroom upgrades; conference facilities] in our hotel are for our next generation, I want to offer our children the opportunity we were gifted” (observation, family business conference, Co-CEO, 3G). The crisis created a temporal tension for management: that of balancing an appetite for long-term capital investment with the short-term needs of overcoming falling revenues.

For Case D, demonstrating a ‘past-present’ temporal perspective, the experience of working collectively on a short-term initiative during periods of prior crises was to become a

resource the community would draw upon during subsequent periods of crisis. During the Covid-19 pandemic, the Irish Government introduced some of the most stringent restrictions in Europe (Department of Foreign Affairs, 2021), with all non-essential businesses forced to close. This stringent government policy created temporal tensions for Case D, “as we had so many unknowns about our future” (observation, plant tour, Co-CEO, 3G). As representatives on the city council, the third-generation siblings worked collectively with other hoteliers (all family-owned firms) in the town on short-term initiatives designed to lobby local authorities and the national government to grant ‘essential service status’ (Health Service Executive, 2022) to their hotels: “While many of us may have been competitors, we banded together, for the collective good” (observation, plant tour, Co-CEO, 3G). Given their proximity to a large regional hospital, the hotels were awarded essential status so that they could offer accommodation to hospital staff, which was an important means of ensuring sustainability for the ailing hotel business during a period of crisis. Hence, across the cases we find that during periods of crisis, family firms drew on the support of their local community and on relationships with other firms through ‘vertical and horizontal co-operation’ and ‘community rallying around the business.’

Furthermore, our data revealed that Case A recognizes the importance of building future resilience by fostering strong relationships and actively investing in inter-family bonds. This includes arranging regular visits and internships for the next generation with their international suppliers. These initiatives are designed to deepen the next generation’s understanding of both companies’ operations and cultures, ensuring the enduring and evolving strength of their cooperative relationship. Notably, the last two generations of CEOs from the German company have completed internships at Case A, and similarly, members of Case A have had the opportunity to intern with the German firm. This reciprocal exchange encourages a long-term

connection between the families. This is evidence of a ‘past-present-future’ temporal perspective.

Contrary to our expectations, some family firms within the same community—despite being competitors—formed close intra-family bonds during the crisis. In Case D, this manifested in collaboration with another family-owned hotel to jointly lobby for state support, aiming to keep the local hospitality sector afloat. This contrasts with Case A, where competitive tensions between competing firms prevented similar collaboration, although collaboration with a supplier was possible. The difference highlights the heterogeneity in how firms leveraged inter-firm and community relationships: while some prioritized collective survival, others remained bound by pre-crisis rivalries.

DISCUSSION

This paper explores the under-researched area of how family firms manage, through resilience behaviors, disruptions to temporal orientation triggered by an adverse event. A temporal perspective may be of particular importance in the context of family firms as they are an organizational form typically perceived as resilient and long-term oriented (Anggadwita et al., 2020; Mihotić et al., 2023). Understanding how family firms manage temporal complexity during an adverse event could provide important further knowledge on how the past, present, and future interact in family firm decisions. Based on a rich qualitative dataset we developed, inductively, a model of the temporality of family firms’ resilience behaviors in the context of an adverse event (Figure 2). Specifically, we identified three relational based resilience behaviors – drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships – that evidence how the present, past, and future interacted in the family firm responses to an external adverse event.

The interaction of the present, past, and future is evident in the ambitemporality and temporal reflexivity that we observed in our data (Figure 2). Ambitemporality is where a

business simultaneously holds more than one temporal orientation. We found that, when responding to an adverse event, the firms studied tried to pursue a course of action that concurrently embraced the short and long term in an attempt to address both temporal orientations, therefore showing ambitemporality. We find that across the four cases the resilience behaviors that characterized the response were relational based, as the family businesses drew on both existing and new networks. We also observe that across the cases the resilience behaviors invoked in responding to a short-term imperative have their origins in the past – prior crises, founder and prior generational legacies, and the dynamics that characterize the family and business across generations. Ambitemporality allows firms to address seemingly contradicting goals (such as long and short term) focusing on the process of ongoing change, adaptation, and learning, rather than reaching an ideal state of being (Reinecke & Ansari, 2015).

Across the four cases the interaction of the past, present, and future is also evident in the temporal reflexivity we observed. Temporal reflexivity involves questioning existing attitudes or behaviors and reconsidering them (Reinecke & Ansari, 2015). We found that family firms were aware of the disrupted temporality and recognized the strength and value of some of the resilience behaviors that characterized their response to the adverse event. Consequently, these firms committed to invest in those resilience behaviors, developing resilience capabilities for the future. In this sense, the businesses reconsidered their resilience behaviors in relation to their temporal orientation in a period of an adverse event. The ambitemporality and temporal reflexivity associated with the response to the adverse event resulted in the short-term management of the crisis, the maintenance of long-term orientation, and the firm ‘learning’ from adverse events and adopting new organizational behaviors that potentially build and enhance future resilience.

Theoretical Contributions

Our study makes several important contributions. First, we contribute to the family business literature by providing a better understanding of the temporal orientation of family businesses during a period of externally induced pressure. Prior research on temporality in family firms has highlighted the prevalence and potential advantages of a long-term temporal orientation (Diaz-Moriana et al., 2020; Pieper et al., 2020; Sharma et al., 2014). While prior research highlights that family firms manage tensions across a range of issues, including growth and innovation (Hahn et al., 2014, Schad & Bansal, 2018), our study focuses on how family firms respond to a disruption to their temporal orientation. Our study reveals that in responding to an adverse external event, the family firm is characterized by an ambitemporality orientation (Reinecke & Ansari, 2015), that is, simultaneously holding both a short-term and long-term temporal orientation.

Second, we extend our knowledge of resilience in the context of family firms (Calabrò et al., 2021) by identifying relational-based resilience behaviors that family firms invoke when responding to an acute (unexpected), novel, and severe external adverse event (Rovelli et al., 2021; Su & Junge, 2023). The three relational-based resilience behaviors – drawing on predecessor's prior actions, trusting sibling bonds, and leveraging inter-firm and community relationships – simultaneously attend to immediate short-term challenges and the long-term orientation of the family business, and have their origins in the past and the dynamics that characterize the family and business across generations.

A third contribution, that relates both the family business and resilience literature, is that family firms have the capability to engage in what is referred to as temporal reflexivity (Reinecke & Ansari, 2015). Essentially, in our data, the family firms were aware of the disrupted and contested temporality and came to recognize the strength and value of specific resilience behaviors, and committed, during the adverse event, to further strengthening these specific resilience behaviors, providing what may be a foundation for continued and future

resilience. Within the resilience literature, there are arguments that resilience behaviors will at times be a latent construct (Hillman & Guenther, 2020), as firms may only exhibit aspects of resilience behaviors during adverse events. If elements of resilience behaviors are latent, the family firm must develop and retain them, and what we observe is that the period of adversity was a time where the firms exhibited a heightened awareness to the temporality of decisions and committed to maintaining and investing in some behaviors for the future.

Additionally, our study builds upon the work of Williams et al. (2017), who bridge the gap between crisis management and resilience research by using time as a critical dimension to integrate the two fields. They propose that organizations must simultaneously address the immediate demands of crises and foster long-term resilience, emphasizing the role of dynamic, time-sensitive processes in navigating adversity. We complement their perspective by empirically showing that family firms respond to an adverse event by simultaneously holding both a short-term and long-term temporal orientation. Furthermore, Williams et al. (2017) emphasize that resilience is not a static trait but a dynamic interaction between a firm and their environment, where experiences from crises continuously influence organizational systems, thereby shaping future preparedness and responses. In alignment with their insights, we observed temporal reflexivity in the family firms we studied, as they recognized the strength and value of resilience behaviors in their response to the adverse event.

Managerial Implications

Our results have implications for practice. Our research provides a practical framework for understanding resilience behavior in family firms in times of crisis and how it is manifested through the three relational-based behaviors. The behaviors, which are rooted in the family firm's past, allow the family firms to respond in the present, dealing with both the immediate and the future. Our research also suggests that family firm leaders should be aware that while an external adverse event may disrupt temporal orientation, the family firm is required to take

immediate and short-term focused decisions to survive, and that these may not align with the family firm's long-term orientation; they must recognize the possibility of an ambitemporality response. Furthermore, our study suggests that family firms need to be reflective of the behaviors that are facilitating their resilience. Research suggests that temporal disruptions may characterize many issues within family businesses and therefore family firms that are reflective, even during periods of crisis, may build the family firm's resilience. Finally, our study highlights that family firms often recognize the importance of certain resilience behaviors and make deliberate investments to enhance these capacities for future challenges. For instance, one of our case firms organizes regular visits and internships for the next generation with international suppliers to foster stronger inter-firm and community relationships, while another firm enhances sibling trust by participating in regular training programs. Family firms should prioritize identifying the most effective resilience strategies and integrating them into the firm's organizational structure and culture to ensure long-term adaptability and sustainability.

Limitations and Future Research

Our research has some limitations that provide opportunity for future inquiry. First, in exploring the resilience of family firms, we identified from our case data three relational-based resilience behaviors. What emerged from our case data are relational-based capabilities and resources. Future research could extend this focus by examining how siblings' emotional and psychological support networks influence decision-making, conflict resolution, and resilience during periods of crisis. Prior studies, such as those by Eddleston and Kellermanns (2007), highlight the importance of family relationships in enhancing commitment and reducing conflict, which future research could explore more specifically in the context of sibling relationships. Moreover, our data provides little reference to other possible explanations of resilience, such as resource-based factors, including levels of financial or human capital; or strategic factors, such as levels of diversification or sector; or organizational factors, such as

internal structures. Future research could explore these in more detail. Furthermore, we note that our selected case studies all survived the adverse event, and therefore we only have cases of success. Future research could adopt alternative theoretical perspectives and could investigate firms that failed to survive an external adverse event, as this might highlight differences in temporal orientation between successes and failures.

Second, by focusing solely on the impact of the Covid-19 pandemic, we focus on one form of resilience-triggering event. As Su and Junge (2023) note, adverse events differ across a number of dimensions, including emergence (how quickly they unfold), novelty (does the organization know how to respond?), and severity. Of particular significance in the context of long-standing family firms might be emergence, as factors such as CEO longevity, nepotism, and lack of diversification might result in on-going stresses and strains on the business, which might require different resilience behaviors (Vogus & Sutcliffe, 2007). Therefore, future research could both explore a broader variety of adverse events both within the same organization and across organizations.

Third, we note limitations in some aspects of the context we studied, such as firm size (all our cases are privately owned small and medium-sized family firms) and our approach (inductive in-depth multiple-case study). Future research could increase generalizability by focusing on more comparative studies, such as family and non-family firms, and larger samples.

CONCLUSION

A long-term temporal orientation is a characteristic of many family firms. However, at times this temporal orientation may be disrupted or become contested. In our study we focus on how the past, present, and future interact in family firms during times when the long-term temporal

orientation of the family business is challenged by a pressure to respond to an acute (unexpected), novel, and severe external adverse event. We show that in invoking three resilience behaviors, family firms can exhibit ambitemporality. Of significance to understanding the resilience of family firms, family firms engage in temporal reflexivity in that they recognize the value of specific resilience behaviors and are committed to investing in these, building resilience capabilities for the future.

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Table 1. Case Descriptors

Case	Year Founded	Gen.	Industry	No. of Employees	Annual Revenues (€ millions)	Family Ownership	Description of the Case
A	1962	3 rd	Agriculture	50	39	100%	Case A is Ireland's foremost retailer in the farming machinery and equipment sector. The firm is led by three siblings occupying the roles of CEO, CTO, and CMO. The firm has won multiple international industry awards for its innovative approaches to service design, inventory management, and leasing models. For Case A, relationship management and seeing value in a long-standing relationship is of particular importance. Since the time of the founder, it has established long-term relationships with vendors in Scandinavia and Europe. The principal clients are third-generation farmers located across Europe.
B	1955	3 rd	Retail	250	270	100%	Case B is a family business ranked as one of the leading food, beverage, and alcohol wholesale providers in Ireland. The firm is led by a CEO (second generation) and two third-generation siblings. The firm started as a grocery store in a small rural village in Ireland. The founder traveled across the United States and witnessed business model innovation in the retail industry. It was the first retailer in Ireland to offer the 'cash and carry' distribution model. With the arrival of European competition in the supermarket industry, the firm has created an innovative suite of convenience stores. Working with local suppliers across Ireland's four provinces, the firm has invested in developing long-term relationships through its educational and training programs.
C	1950	3 rd	Construction	80+	15	100%	Case C is a firm which provides project services across three company divisions of construction, mechanical engineering, and electrical engineering. The firm is led by two siblings (third generation). The firm began with the founder serving as a sole operator providing construction and maintenance services. Across three generations, the firm has earned multi-million euro contracts in the commercial, residential, and education sectors. One of the firm's core stated values is that of 'valuing innovation,' with the firm having won 'Ireland's most innovative construction firm' from the construction representative body. Seeing value in the long term, the firm has signed joint ventures (with 10+ year time commitments) with other firms in the construction industry.
D	1947	3 rd	Hospitality	120	5	100%	Case D is a family business operating in the tourism and hospitality industry. The firm is led by two siblings (third generation). As a female-led business across all three generations thus far, Case D's owners have consistently had to fight biases and societal norms on their way to building their reputable hotel. In the face of social pressures, the firm has embraced innovation as a mechanism for growth. The management team have successfully leveraged intergenerational relationships with key suppliers and tour operators to keep their business going during the tough winter periods and throughout prior periods of crisis (e.g., the global financial crisis, the Covid-19 pandemic, Brexit).

Table 2. Data Sources: Interviews and Secondary Data

	Case A	Case B	Case C	Case D	Total
Interviews					
Interviews (#)	8	9	9	6	32
Informants (#)	6	6	6	6	24
Duration of interviews (mins)	333	431	348	352	1,464
Transcript pages (#)	134	143	128	128	533
Interviewees*					
Managing Director/CEO(s) - Family		1 + 1 F-up (2G)	1 + 1 F-up (3G)	2 (3G)	6
Chairman - Family	1 + 1 F-up (2G)			1 (2G)	3
Non-Executive Board Member - Family			1 + 1 F-up (3G)		2
Director - Family - Non-family	2 + 1 F-up (3G) 1	1 + 1 F-up (3G) 1	1 + 1 F-up (3G) 1	1	7 4
Financial Controller - Non-family				1	1
Head of Logistics - Non-family		1			1
Other Manager(s) - Family - Non-family	2	1 + 1 F-up (3G) 1	2	1	2 6
Secondary sources					
Newspaper articles (#)	25	21	20	54	120
Corporate web pages (#)	6	5	7	12	30
Corporate reports (#)	19	13	12	8	52
TV/radio/video/YouTube (#)	42	15	22	7	86
Observations					
Plant tours (#)	2	1	3	4	10
Training program (#.)				5	5
Corporate presentations (#)	2		3	2	7

* The interviewees classified as 2G: second-generation family; or as 3G: third-generation family member, with the number of initial interviews plus the number of follow-up (F-up) interviews.

Table 3. Temporal Orientation and Resilience Behaviors by Case

Case	Temporal orientation during adverse event		Resilience behaviors			Temporal reflexivity
			Drawing on predecessor's prior actions	Trusting sibling bonds	Leveraging inter-firm and community relationships	
Case A	Short-term orientation	<p>The siblings' close trusting bond enabled them to make swift decisions during the pandemic: "We brought in lots of regulations, we split the staff and we had them coming in one week on, one week off" (Sales & Marketing Director, 3G).</p> <p>"It was an unprecedented situation. We tried to handle it as best we could and I think we definitely did. It was a concerted effort from management to put practices and policies in place and roll them out across the company. So, yeah, a bit of a challenge to be honest, to get the heads around it but everybody listened and worked as a team." (Director, 3G)</p>	<p>"I didn't know what to do. So, I thought, well, what would dad do? And I knew exactly what he would do and what he would say, and I did ask him, and he did say exactly what I thought. He comes from 40 years working in the business and he's been through these times, several times, and it was good to get his perspective of what to do, because none of us know what's going to happen in the future. I suppose asking somebody with that much experience, they're going to have a better steer, or at least they can kind of steer you in the right direction, better maybe than what you might think." (Parts Director, 3G) (<i>'past-present'</i>)</p> <p>The influence of the founder on the business was important when making decisions during the crisis. Reflecting on this, the Chairman said, "The unbelievable nature of my father's story is always with me, as is what that man achieved. His history and his fight is simply remarkable and without doubt it has found its way into me and my child." (Chairman, 2G) (<i>'past-present'</i>)</p> <p>Similar to their predecessor's approach, the firm used cash reserves to assist in the short term during the crisis: "So we made losses for a good few years like most businesses. But we have cash reserves as well, to keep everything going. And, you know, we definitely learned a lot of lessons in that way that it's extremely important to have those funds for a rainy day, you know, not to spend, spend, spend either so." (Parts Director, 3G) (<i>'past-present'</i>)</p>	<p>"I'm really conscious of the fact that he [Dad] had to do it all on his own. So, we always say, God, how lucky are we to have the three of us? And any decision we make, we pretty much make it together, like the big decisions." This collaborative approach ensured that the responsibilities and pressures of decision-making were shared, with the director noting, "there were three of us," which helped alleviate individual burdens. (Sales & Marketing Director, 3G) (<i>'past-present'</i>)</p> <p>"I think back to the times when we would have all been very young kids and thinking, my God, the pressure that he [Dad] must have been under. Obviously as a young child, you would never appreciate that, but, God, I can't imagine having to do that by myself. I think, as well, I suppose maybe we've all thought about it at one stage, what if it was only me that took over and I had all the power or whatever? And maybe, I suppose, at one stage or another, we all talk in that way." (Parts Director, 3G) (<i>'past-present'</i>)</p> <p>"Thankfully, the three of us get on really, really well. We all respect our different skills, personality types. So if one of us really, really feels strongly that we need to do this, it's kind of 'alright fine you, we trust you [referring to capital investments], you know, you must have good reasons for this.'" (Director, 3G) (<i>'Present-Future'</i>)</p> <p>Yeah, we [sibling partnership] want to be around for a long time to come. So yeah, it's not about you [discipline and structures] (Parts Director, 3G) (<i>'Present-Future'</i>)</p>	<p>"Bouncing things off a couple of key people and getting a fully rounded view is important. Because as an owner, as a director, as a manager, I can have one view, but it's important to get a view from somebody else's perspective as well. That's one of the things that Dad would always say is, it's really good to talk, talk to as many people as you can, talk to competitors as well. Stay friendly with everybody basically, and listen and learn and get information, as much information. I've seen that, people see competitors as enemies and they don't speak to them or they don't have anything to do with them where really that's a bad call, really. Because you can learn an awful lot from how other people are thinking as well, whether that's, yes, they're thinking in the right way or, no, they're completely on the wrong track, and I'm not going to go down that road." (Parts Director, 3G) (<i>'past-present'</i>)</p>	<p>Case A actively invests in strengthening inter-family bonds by arranging regular visits and internships for the next generation with their international suppliers. These initiatives are designed to deepen the next generation's understanding of both companies' operations and cultures, ensuring the enduring and evolving strength of their cooperative relationship. Notably, the last two generations of CEOs from the German company have completed internships at Case A, and similarly, members of Case A have had the opportunity to intern with the German firm. This reciprocal exchange encourages a long-term connection between the families (discussed during plant tour).</p>
	Long-term orientation	<p>During the pandemic, the firm remained committed to the long term in its orientation: "It's not about today or tomorrow. You make decisions for the next generation, whether you can look at them in ten years and kind of be happy with the decisions. We would think like that." (Sales & Marketing Director, 3G)</p> <p>During the crisis, the family firm prioritized long-term considerations, choosing to retain all staff rather than implementing short-term layoffs.</p>	<p>Similar to their predecessor's approach, the firm used cash reserves to assist in the short term during the crisis: "So we made losses for a good few years like most businesses. But we have cash reserves as well, to keep everything going. And, you know, we definitely learned a lot of lessons in that way that it's extremely important to have those funds for a rainy day, you know, not to spend, spend, spend either so." (Parts Director, 3G) (<i>'past-present'</i>)</p>	<p>"Thankfully, the three of us get on really, really well. We all respect our different skills, personality types. So if one of us really, really feels strongly that we need to do this, it's kind of 'alright fine you, we trust you [referring to capital investments], you know, you must have good reasons for this.'" (Director, 3G) (<i>'Present-Future'</i>)</p> <p>Yeah, we [sibling partnership] want to be around for a long time to come. So yeah, it's not about you [discipline and structures] (Parts Director, 3G) (<i>'Present-Future'</i>)</p>	<p>"Bouncing things off a couple of key people and getting a fully rounded view is important. Because as an owner, as a director, as a manager, I can have one view, but it's important to get a view from somebody else's perspective as well. That's one of the things that Dad would always say is, it's really good to talk, talk to as many people as you can, talk to competitors as well. Stay friendly with everybody basically, and listen and learn and get information, as much information. I've seen that, people see competitors as enemies and they don't speak to them or they don't have anything to do with them where really that's a bad call, really. Because you can learn an awful lot from how other people are thinking as well, whether that's, yes, they're thinking in the right way or, no, they're completely on the wrong track, and I'm not going to go down that road." (Parts Director, 3G) (<i>'past-present'</i>)</p>	<p>Case A actively invests in strengthening inter-family bonds by arranging regular visits and internships for the next generation with their international suppliers. These initiatives are designed to deepen the next generation's understanding of both companies' operations and cultures, ensuring the enduring and evolving strength of their cooperative relationship. Notably, the last two generations of CEOs from the German company have completed internships at Case A, and similarly, members of Case A have had the opportunity to intern with the German firm. This reciprocal exchange encourages a long-term connection between the families (discussed during plant tour).</p>

Case B	Short-term orientation	Archives demonstrate how official government policy stipulated that all businesses must 'lockdown' and for citizens to remain indoors. Case B (as the parent company) had to rally to apply for 'Level 5: essential service providers' status and ensure that the health and safety infrastructure was in place nationwide to commence food distribution (Department of Health, 2020). With limited national and international logistics, it had to quickly mobilize and secure food stuffs for distribution, "to feed the nation" (corporate social media).	"Our grandfather was a strong man of values and belief in respect. That is most certainly what we [third-generation members] possess and it is something that reflects our family business." (observation, plant tour, HR Director, 3G) (<i>'past-present'</i>)	The sibling owners had a strong presence in the factory doing various roles: "we were in a state of flux, when survival instincts kick in [referring to the roles operated], you think day to day." (Marketing Director, 3G)	The firm's retail stores (250+) are in rural communities nationwide. The parent company and the regional stores have always focused on 'giving opportunities' to local suppliers and distributing their produce, thus creating local employment and furthering economic development (Marketing Director (3G) and Managing Director (2G) during plant tour). (<i>'past-present'</i>)	During the pandemic the siblings joined family business network organizations and are undertaking training programs to enhance their knowledge of family business dynamics. They are aware of the potential for conflict: "we grew up in a house witnessing Dad not speaking with his siblings. It was both awkward and sad." (Marketing Director, 3G).
	Long-term orientation	The family firm also drew upon a long-term perspective during the crisis. Our archival records (e.g., company website; regional newspapers; industry reports) show how during the pandemic, Case B worked with local sporting groups to embrace long-term initiatives that could maintain the physical and mental health of community members. 'Ireland Lights Up' was an initiative created to allow community members to walk under floodlights during dark winter evenings. Case B provided significant financial and human resources towards this long-term venture.				
Case C	Short-term orientation	This was a period of heightened anxiety when the business's survival was jeopardized. During the crisis, swift decisions were required as construction sites were closed, employees were seeking payment, tenders were being missed, and State support was absent (discussed during plant tour).	While the situation was bleak, their father served as a "North Star"... "What would Dad do?" (regularly repeated by all siblings during family business conference). (<i>'past-present'</i>) "And then I think [past and father working with smaller firms], that we had the public clients and we never turned them away even when, when	The sibling bond and commitment to the business was forged from a young age. The siblings all grew up in the business; they worked weekends and holidays from school: "You were handed a sweeping brush as soon as you were old enough." (Non-Exec Director, 3G) (<i>'past-present'</i>)	[on engaging with stakeholders] "Being a leader in today's market is not only about taking on big landmark jobs, it's about improving the human experience in our buildings, space and places, this while caring for all staff, suppliers and communities involved as well as the environment"	It was clear from our plant tour the realization amongst siblings of the significant value in their bond around speed of decision-making, emotional support, honest feedback, and granting of autonomy. The siblings invest in family governance structures which allows for family

	Long-term orientation	<p>The siblings were keen to diversify the portfolio beyond construction, particularly toward smart buildings and audio-visual installations. During the pandemic, “I was allowed [by my co-owning siblings] to explore creating tech divisions within the company.” “The pandemic gave me time to make plans for the future” (CEO, 3G)</p> <p>During the pandemic, the siblings worked to introduce sessions for all employee induction programs explaining the influence of their father, his influence, and his values (discussed during plant tour).</p>	<p>we started to get the bigger jobs and multi-million-euro jobs, we never turned down our smaller clients and smaller works. We kept them going, because it was small works that kept us going through that, the recession.” (Managing Director, 3G) (<i>'past-present'</i>)</p> <p>“I think like the values that Dad would have instilled in the business and his father before him are still there today. We probably have formalized them moreso in the past number of years. But, you know, the key ones like quality I suppose, and client commitment, that has always been, Dad was so passionate about that.” (Non-Executive Director, 3G) (<i>'past-present'</i>)</p> <p>The family is united around their commitment and “what prior generations have achieved.” (Director, NF) (<i>'past-present'</i>)</p> <p>“I suppose when employees come on and, you know, are inducted, that it's about giving them the history of the company because I think everyone likes a story when they're engaged in business and to know where the business came from. (Non-Executive Director, 3G) (<i>'past-present-future'</i>)</p>	<p>“As owners, we were starting from a good position being siblings, as we know each other and what we want for the business. Any decision we made; we pretty much made it together. (HR Director, 3G) (<i>'present-future'</i>)</p> <p>“It was bleak, but having each other for support, sometimes emotional support, was comforting.” (Non-Exec Director, 3G) (<i>'past-present-future'</i>)</p> <p>"we've grown up together, all of us working in the business and learning from Dad. We work for each other and this is so important during this very difficult time...As we move forward we are very aware of how fragile family firms can be, we are looking to bring in family governance and ensure all is fair for all and we can retain the bond and dynamic we have" [corporate presentation] (HR Director, 3G) (<i>'past-present-future'</i>)</p>	<p>(Managing Director, 3G) (<i>'present-future'</i>)</p> <p>So the company is 70 years this year...I think it [working with community stakeholders] has become more formalized over the years. And it's certainly something that, there's a great desire to give back to the communities where we operating” (Non-Exec Director, 3G) (<i>'past-present-future'</i>)</p> <p>[on working with other families and future value] To me it's about, looking out for one another. Getting the shoulder to the wheel when it's required [reference to investing in the relationships] (Managing Director, 3G) (<i>'present-future'</i>)</p>	<p>communications for current and future generations (discussed during plant tour).</p>
Case D	Short-term orientation	<p>During the crisis, an “all hands on deck” mentality was required. Similar to how their predecessors dealt with crises in the past, the family rallied together: “We both worked seven days and a double shift.” One director remarked, “You just get on with it... you just roll up your sleeves and you get on with it. That is what a family business means.” (Co-CEO, 3G)</p> <p>The siblings quickly made short-term decisions to halt all non-essential aspects of the business during the pandemic, including reducing their team by 83%. The sisters' close sibling bond enabled them to support each other through these difficult choices and act decisively during the crisis (discussed during plant tour).</p>	<p>The challenges and perseverance of previous generations have shaped the current leadership's approach, instilling a sense of resilience. According to one of the directors, “As a third-generation family business we are relying on the resilience we've had in the past... that we've managed to get through all the various different things that have come our way. My mum went through the North-South Troubles during the 70s. So we are hoping that the resilience that we have built up as a third-generation business in operation over 73 years. We're positive and hope that we will be able to continue what we have done over the last three generations.” (Co-CEO, 3G) (<i>'past-present'</i>)</p> <p>[emphasis on the tradition of the past] And that's what I</p>	<p>The third-generation sisters grew up in the hotel, forming a close bond with each other and the family business from a young age. By helping their mother and grandmother and greeting guests, they developed a deep, trusted connection. This early immersion strengthened their relationship and fostered a shared passion and commitment to the business (discussed during family business conference) (<i>'past-present'</i>)</p> <p>"we attend these [educational workshops] because we want to retain the bond, we know of a family business in [county] who are like us, things went very bad with the siblings, very quickly. For us investing in our future will hopefully allow us to continue, especially for what</p>	<p>“[on the tradition of working collectively to get through periods of crisis] But I think there's a there's a strong community bond amongst amongst the family here” (Marketing Manager, NF) (<i>'past-present'</i>)</p> <p>[on banding together during crisis] I think, from my grandmother, because I think years ago that's what you would have done. I guess it's not maybe a model that you'd structure your business on now as such, but community, it was such a small hotel. It was the community, the family thing, that kept it going. (co-CEO, 3G)(<i>'past-present'</i>)</p>	<p>In Case D, the siblings are committed to maintaining a close-knit relationship and enhancing their governance capabilities. Recognizing the importance of continuous improvement for the firm's longevity, both sisters actively engage in executive education programs designed to enhance their governance skills and deepen their understanding of effective family business management, “what we have is special, we are very tight as a family [of siblings] and we want to ensure this prevails for us and our children” (presentation, family business executive education program) (Co-CEO, 3G).</p>

	Long-term orientation	The family reinvested in the business during the crisis. "You always put back into the business to make sure that it is there for the next generation. That's what we [all three generations] have done. We don't take hoards of money...I suppose that's what has kept the business going. Anything that was made, it's to keep going with the business, seeing where we can improve and how we can make it better." (Co-CEO, 3G)	would say about the business, that family comes first before the business. As I said sometimes that can be of deterrent but how we operate the family definitely would come first [desire to preserve this] (co-CEO, 3G) (<i>'past-present-future'</i>)	we've [all members] been through" [educational workshop] (co-CEO, 3G) (<i>'past-present-future'</i>)		
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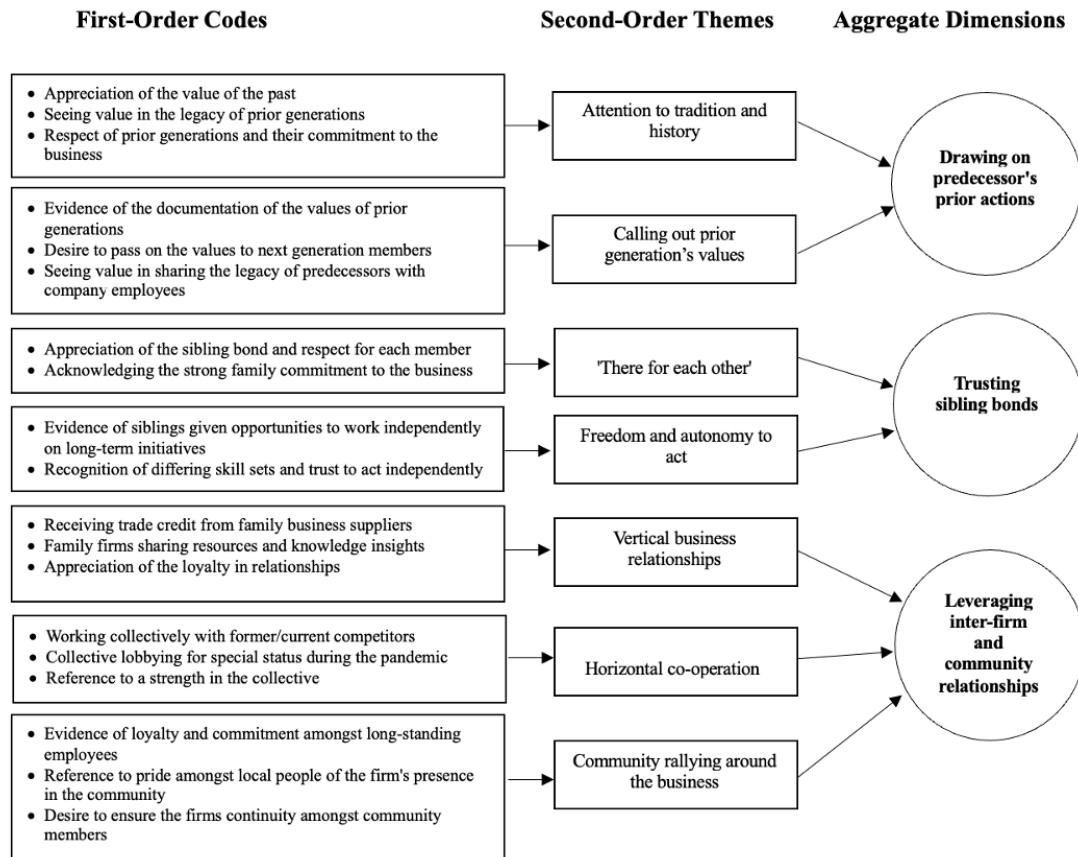
Table 4. Additional Quotes Evidencing Resilience Behaviors

Aggregate Dimensions	Selected Evidence
Drawing on predecessor's prior actions	<p>“I could be wrong, but if you were to ask [Co-CEO name] and [Co-CEO name] who their role models are, without a shadow of doubt it was their mom and their grandma” (Marketing Manager, NF, Case D)</p> <p>“[on never giving up] You know, Mum wouldn't have had it easy by any stretch of the imagination, with her own mum and the businesses so she, she has done very, very you know, she's built it up from absolutely tiny, small hotel, small boarding house per say.... I think she wants to push it through [business expansion].” (Co-CEO, 3G, Case D)</p> <p>“He was, I suppose, always kind of telling us stories [about grandfather], and us of [what he endured] as well as kind of teaching us how to be good people, I suppose. I think a big part of that was, how to be good businesspeople. In hindsight, it was a very subtle thing. I don't think any of us realized that he was doing that.” (Sales & Marketing Director, 3G, Case A)</p> <p>“That [redundancies] would not be at all on [family CEO's] radar as a course, you know, it's a last resort, whereas other companies that you have too many costs.... Yeah, that is, I suppose, the stories [of prior generations] that I would be aware of.” (Business Transformation Manager, NF, Case B)</p> <p>“The fact that it's, I'd say the name [family name] is up there, but it could be, anything else, but the values that they have of the family and [father name] would have engendered in them, that's still here. You know, integrity and trust and that sort of thing.” (Mechanical Services Director, NF, Case C)</p> <p>“[values of the past] Be honest in what you do. You don't try to rip off anybody, you do the right thing, if you have a problem with the product, you look out for the customer, you never see the customer stuck. You try and have the best dealers that you possibly can selling your product with the same kind of values that you would have... [Case A] are very well regarded in the business and down through the years.” (Operations Director, 3G, Case A)</p> <p>“So, [CEO's] wife would say that was the rock that [CEO] was raised on [referring to the CEO's grandparents] and that would be a huge family value to them that has trickled and infiltrated into the business. So, [CEO] will always hold integrity, his word, as a very high value. And I think that's something that has come into the business as well as one of our corporate values.” (Business Transformation Manager, NF, Case B)</p> <p>“We reflected on our father's legacy, his passion for innovation and change in the organization... he simply loved technology and change.” (Non-Executive Director, 3G, Case C)</p> <p>[on building long-term client relationships] it goes back to [founder] who was very highly thought of as a as an honest and straight-shooting sort of a guy. He had clients that he had retained for 20, 30 years. So there was that, kind of longevity in our client relationships, which I found attractive because that would have been what I would come from as well. That you keep relationships, because it's, it's the people you meet when you're when you're. (Mechanical Services Director, Case C)</p> <p>“With regard to some of our suppliers, the history is there. One in particular would be [larger German supplier]. The relationship between the [family name] and this particular company would be very strong, purely based on a historical basis, I think more so than anything else. Going back to the grandfather, [name].” (Parts Director, 3G, Case A)</p> <p>“Family first, yes, we tell our stories to our children about our mother and what she had to endure, but family always came first” [corporate presentation] (co-CEO, 3G, Case D)</p> <p>“[on building for the future grounded in the past] I'd say his dad [the founder] would have been very much... of the same way. Things need to be fair. Yeah. You need to be honest. And yeah, that's how you run a good business. I suppose, don't be greedy, and look at the kind of the big picture. He's always tried to instill that into us as well.” (Sales & Marketing Director, 3G, Case A)</p>

<p>Trusted sibling bonds</p>	<p>“Family comes first, before the business. That can be to the detriment of the business, but how we operate the family [as siblings] definitely would come first.” (co-CEO, 3G, Case D)</p> <p>“The three of us work as a team and although my brother is the boss, we do make the decisions together. I sometimes laugh if we have to communicate with the staff. I will actually type up the email and word it, and he just sends it, and I’m like, ‘Oh I’m just your personal assistant.’ Yeah, we just have those kinds of laughs together.” (Parts Director, 3G, Case A)</p> <p>“The main advantage is the trust piece. I’m concerned. It’s nice to have I’m sure... There are others because when you’re at a high level, I suppose many people find it a little bit lonely sometimes, but if I didn’t have that relationship with [my brother], I think it would be harder.” (HR Director, 3G, Case C)</p> <p>“And I suppose, we’re blessed in that we have a very good relationship as siblings” (Non-Executive Director, 3G, Case C)</p> <p>“We are close as siblings, and while we argued as all siblings do, we are always there for each other, no matter what.” (Head of Learning and Development, 3G, Case B)</p> <p>“Yeah, I would definitely call us a close family for sure. And probably even closer now that [our brother] is gone as well, that the three of us actually became even closer. But we do have our own lives as well, very much right. And I think that any decision that we ever make is very rounded. We don’t all think the same at all.” (HR Director, 3G, Case C)</p> <p>*[on the future of the business] I think the fact that the three of us are running it, we’ve gotten closer again even, if that’s even possible.” (Parts Director, 3G, Case A)</p> <p>*The three kids have the benefit of being able to talk to each other, which they do incessantly. They’re always talking to each other, they also include me a lot in things too. So there’s a terrific interchange of ideas. I think that’s good. It’s not just one chief executive sort of leading everybody [referring to future direction].” (Chairman, 2G, Case A)</p>
<p>Leveraging inter-firm and community relationships</p>	<p>“Looking to make the collective benefit, not just from a [Case D] perspective, but from the city perspective and from a county perspective. If it generates more footfall in the city, if it generates more bed nights, it would generate more pints, reels, and jigs.” (Marketing Manager, NF, Case D)</p> <p>“He [family CEO] has a fierce loyalty to people like. He would regularly say as a management team, we have 240 families [emphasis on the local community] that are supported by this business. And... that will always find part of his view on things.” (Head of Logistics, NF, Case B)</p> <p>“We’ve learned so much about working with [company name, family business] in this joint venture. Our values are similar and during such turbulent times for the construction industry, our collective has certainly helped us all.” (observation, co-Managing Director, 3G, Case C)</p> <p>“A lot of ours, say our [retail chain] customers, would be family businesses as well... [during the pandemic] So it just, the whole, look we can relate to you as a family, we can see what’s going on.” (Sales Director, NF, Case B)</p> <p>“We are in this together, this situation is dire for us all, we had no choice but to band together.” (observation, co-CEO, 3G, Case D)</p> <p>“I think they’re both [G1 Founder and G2 CEO] really strongly respected in the community because it’s a small community. Like sponsoring teams, you never turn down a GAA [Gaelic Athletic Association] team, a local team or a local charity need something, he’ll find money to give them. I think they’re both really respected because of that. And I think the community really respects them, like any local business, people are really loyal to them, because I suppose we’ve given back so much to the community that it kind of shows.” (Head of Learning and Development, 3G, Case B)</p> <p>“On a personal level, between community, school, sports, you can see how a lot of clubs that [co-CEO name] and [co-CEO name] are particularly involved in, they would book here. And it’s not out of a misplaced loyalty, it’s in the sense of, it’s the right place... to come for this event. It’s the place where you’ll be well looked after.” (Marketing Manager, NF, Case D)</p> <p>“We put out a call to the people of [local town], asking them to nominate the everyday heroes within our community, and they certainly didn’t disappoint! We received so many heartfelt nominations and heard so many touching stories about the great work local people do behind the scenes. All of this work adds up to make [local town] a great place to live, work, socialize and spend time. We are so grateful to have had the opportunity to reward those who go above and beyond to help others.” (corporate website, HR Director, 3G, Case C)</p> <p>“I’ve grown up with them all [community and local stakeholders]. It’s very much an extended family to me” (Director, NF, Case B)</p>

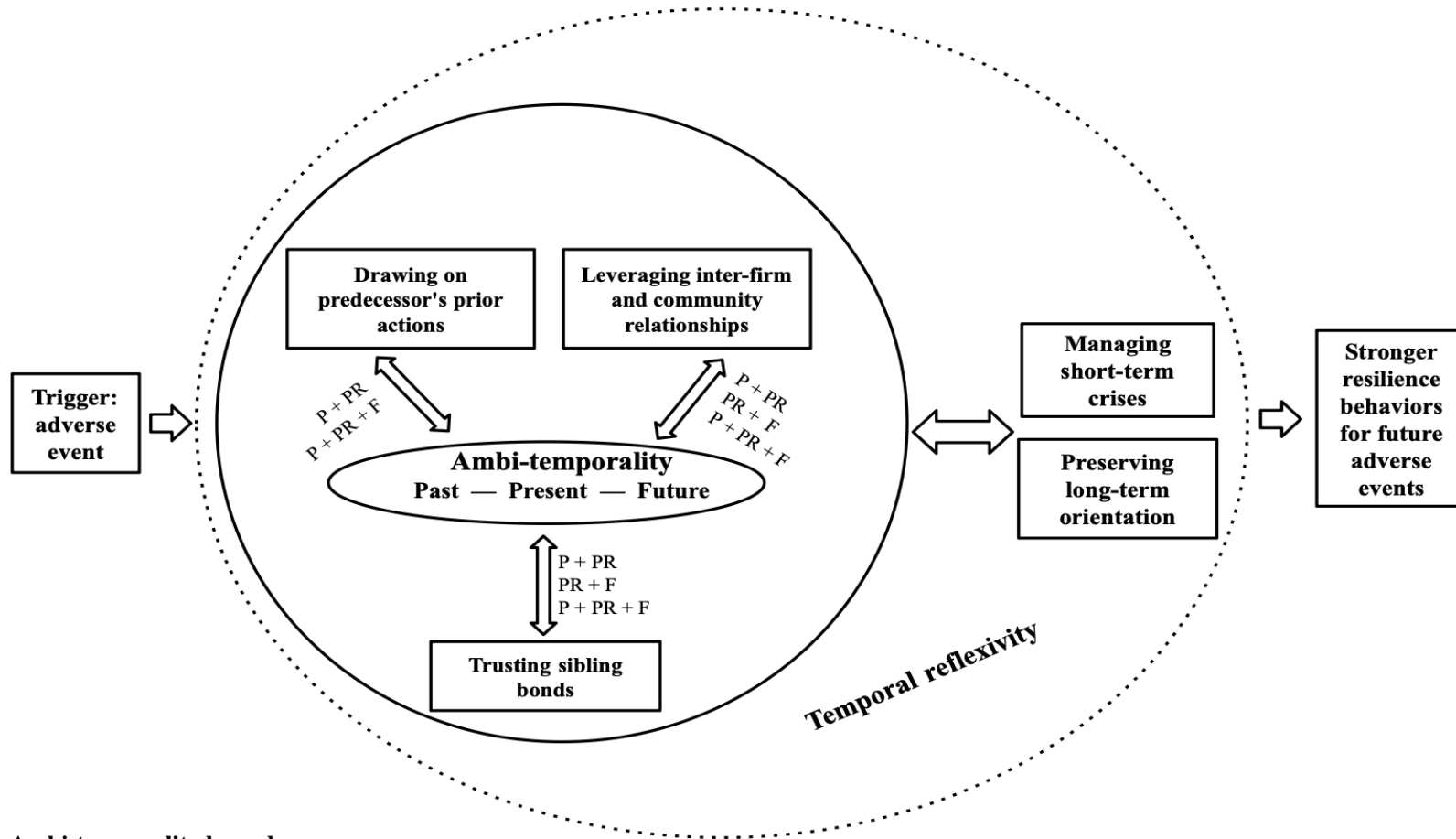
	<p>“The grandfather. He would have had initiated the whole relationship with [German supplier] and stuff like that, since then, it’s just, particularly through [Chairman], it would’ve blossomed, and has gotten to the stage now, where it’s quite personal. You know, I feel this particular company, [German supplier], probably don’t have this particular relationship with many other of their distributors to different countries. So I think there’s a closeness there, which is good for security too.... Yep, no again, the exact history, I’m not sure, I believe, but he [Chairman] would’ve been the main catalyst, to establish the relationship to get as close as it is now.” (Parts Director, 3G, Case A)</p> <p>“The award reflects the commitment and passion of our team, and we bring to the guest experience at [Case D]. We were proud to receive this on behalf of our team and the [City] Tourism Sector. We are delighted to play our part in developing [city name] as the number one destination for a holiday experience for those who travel from home and abroad.” (Website of City Chamber, Case D)</p> <p>The family’s desire for long-term strategies changed significantly to explore “ways we [the community] could survive as one people... We needed them as much as they needed us.” (HR Director, 3G, Case B)</p> <p>[on working with other families in the community, all develop together] I do a lot of work with the [Local Enterprise Office], and as a result of that, I’m an mentor on their panel of few, the regional and regional....I worked with a lot of companies and I worked in tandem with sisters, kind of giving back [emphasis on long-term development of community] (co-CEO, 3G, Case D)</p> <p>“So many festivals have been cancelled...it's not focusing solely on that, but looking to make the collective, not just from a [Case C] perspective, but from the city perspective and from a county perspective. If it generates more footfall in the city, if it generates more bed nights, it would generate more pints, reels and jigs..... having a far reaching view of (Marketing Manager, NF, Case D)</p> <p>[on the current family dynamics and need for structure and clarity moving forward] “The three of us work as a team and although my brother is the boss, we do make the decisions together” (Parts Director, 3G, Case A)</p> <p>“Dad is always reminding us to always be very fair with people. You never walk away from people; it's better to have a long-standing relationship where both parties are reasonably happy, than to gouge someone who'll never deal with you again.” (Sales & Marketing Director, 3G, Case A)</p>
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Figure 1. Data Structure



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Figure 2. The Temporality of Family Business Resilience Behaviors in the Context of an Adverse Event



Ambi-temporality legend:

P + PR: Interaction of past and present

PR + F: Interaction of present and future

P + PR + F: Interaction of past, present, and future