

**Survey used in *How do CEOs see their Roles? Management Philosophies and Styles in Family and non-Family firms***

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**Survey on Business Perspectives of Top Executives**

**COMPANY INFORMATION**

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Company name: «CompanyName»

Year of incorporation: \_\_\_\_\_

What is this company's main sector of operation? Please select one:

- |   |   |
|---|---|
| <input type="checkbox"/> Agriculture        | <input type="checkbox"/> Food processing            |
| <input type="checkbox"/> Automobile         | <input type="checkbox"/> Household Equipment        |
| <input type="checkbox"/> Construction       | <input type="checkbox"/> Non-Traded Services        |
| <input type="checkbox"/> Consumption Goods  | <input type="checkbox"/> Real Estate                |
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Retail and Wholesale Trade |
| <input type="checkbox"/> Energy             | <input type="checkbox"/> Transportation             |
| <input type="checkbox"/> Finance            | <input type="checkbox"/> Mining/Metals              |
| <input type="checkbox"/> Pharmaceuticals    | <input type="checkbox"/> Other _____                |

Company sales in 2006 (in millions of U.S. dollars): \$\_\_\_\_\_

**PERSONAL INFORMATION**

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Name: «Firstname» «Lastname»

Full job title: \_\_\_\_\_

Year of birth: 19\_\_\_\_\_

Place of birth: city: \_\_\_\_\_

country: \_\_\_\_\_

Nationality: \_\_\_\_\_

Gender:            Male            Female

**EDUCATIONAL BACKGROUND**

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Do you have an undergraduate university degree?  Yes            No

If yes, please specify:

School attended: \_\_\_\_\_  
Location: city: \_\_\_\_\_  
                  country: \_\_\_\_\_  
Field of study: \_\_\_\_\_

Do you have a Masters Degree in Business Administration (MBA)?  Yes       No

If yes, please specify:

School attended: \_\_\_\_\_  
Location: city: \_\_\_\_\_  
                  country: \_\_\_\_\_

Do you have any other postgraduate university degree?  Yes       No

If yes, please specify:

Degree type:  Ph.D.       Masters

Field of study: \_\_\_\_\_  
School attended: \_\_\_\_\_  
Location: city: \_\_\_\_\_  
                  country: \_\_\_\_\_

Did you ever attend a military school?  Yes       No

### **PRIOR WORK EXPERIENCE**

In which year did you first join «CompanyName»? \_\_\_\_\_

In which position did you first join «CompanyName»? \_\_\_\_\_

In which year did you become the «title» of «CompanyName»? \_\_\_\_\_

Please list the three positions (business and non-business related, academia, government, military etc.) you held the longest prior to becoming «title» of «CompanyName»:

<b>Job Title</b>	<b>Company Organization</b>	<b>Start Year</b>	<b>End Year</b>
<b>Country</b>			

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Who appointed you as the «title» of «CompanyName»? Please select one:

Board of directors  
 Large Shareholder(s)

Previous CEO  
 Government officials

- Founder or relatives of founder
- Other (please specify): \_\_\_\_\_
- CEO of a parent company
- Nominating Committee

Do you sit on your company's board of directors?  Yes  No

Are you the chairman of the board?  Yes  No

**YOUR BUSINESS APPROACH**

Which of the following alternatives best describes your strategic focus for «CompanyName» in the next five years? Please select one.

- Diversify into new industries
- Expand into international markets
- Strengthen focus in core businesses

Which of the following two alternatives best describes your view? Executives should:

- Maintain payments to shareholders, even if they must lay off a number of employees
- Maintain stable employment, even if they must reduce payments to shareholders

As the «title» of «CompanyName», who do you feel the most accountable to? Please select *up to two* alternatives:

- Customers
- Shareholders
- Government
- Other (please specify): \_\_\_\_\_
- Parent Company
- Employees
- Banks and other major lenders

As the «title» of «CompanyName», what do you perceive as your most important *operational* tasks? Please select *up to two* alternatives:

- Selecting and appraising other top managers in the company
- Supervising operational, strategic, and financial planning decisions
- Managing the company image and reputation with outsiders (such as customers, media, banks, and other investors)
- Representing the interests of the company in front of government and regulatory bodies
- Other (please specify): \_\_\_\_\_

How would you characterize your leadership role in «CompanyName»? Your task is to:

- Bring about changes in the way the company is run

- Guarantee the stability of the company's traditions and values

Consider the following tasks. At «CompanyName», how would you characterize the way top level decisions are made for each of these tasks? For each category, please select one.

1. Selection and appraisal of top employees are:

- Made by myself
- Delegated to other top executives with my final say
- Made jointly by a group of top executives including myself
- Made jointly by members of the board and myself
- Other (please specify): \_\_\_\_\_

2. Operational, strategic and business planning decisions are:

- Made by myself
- Delegated to other top executives with my final say
- Made jointly by a group of top executives including myself
- Made jointly by members of the board and myself
- Other (please specify): \_\_\_\_\_

3. Financial planning and budgeting decisions are:

- Made by myself
- Delegated to other top executives with my final say
- Made jointly by a group of top executives including myself
- Made jointly by members of the board and myself
- Other (please specify): \_\_\_\_\_

Which of the company's stakeholders are you most likely to involve before deciding to undertake a large-scale investment project, such as the acquisition of a plant or a company? Please select up to two.

- Bankers
- Parent company CEO
- Government
- Other top executives in the company
- Other (please specify): \_\_\_\_\_
- Larger shareholders
- Founder
- Members of the board
- I do not involve anyone

How many managers in your company report *directly* to you? Please select one.

- Less than five
- Five to ten
- Ten to fifteen
- Fifteen to twenty
- More than twenty

How many of the upper-level managers did you replace in the first two years after you took office as the «title» of «CompanyName»? Please select one.

- All
- More than half
- Less than half
- None

How many hours do you work in a typical week? Please select one.

- Forty hours or less
- Forty to fifty hours
- Fifty to sixty hours
- Sixty to seventy hours
- More than seventy hours

## **FAMILY BACKGROUND**

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For how many generations has your family been involved in the upper-level management of large businesses? Please select one.

- One generation
- Two generations
- Three generations
- More than three generations

How would you classify the income level of your parents when you were growing up (compared to other families in your country of residence)? Please select one.

- Lower income
- Middle income
- Upper income

What is/was your father's main occupation?

- Large business manager (>100 employees)
- Small business manager (<100 employees)
- Large business owner (> 100 employees)
- Small business owner (<100 employees)
- Administrative Clerk
- Sales person
- Other (please specify): \_\_\_\_\_
- Medical Doctor
- Engineer/Scientist
- Teacher/Professor
- Government Official
- Judge/Lawyer
- Farmer

What is/was your paternal grandfather's main occupation?

- Large business manager (>100 employees)
- Small business manager (<100 employees)
- Large business owner (> 100 employees)
- Small business owner (<100 employees)
- Administrative Clerk
- Sales person
- Other (please specify): \_\_\_\_\_
- Medical Doctor
- Engineer/Scientist
- Teacher/Professor
- Government Official
- Judge/Lawyer
- Farmer

What is/was your maternal grandfather's main occupation?

- |  |  |
|--|--|
| <input type="checkbox"/> Large business manager (>100 employees) | <input type="checkbox"/> Medical Doctor      |
| <input type="checkbox"/> Small business manager (<100 employees) | <input type="checkbox"/> Engineer/Scientist  |
| <input type="checkbox"/> Large business owner (> 100 employees)  | <input type="checkbox"/> Teacher/Professor   |
| <input type="checkbox"/> Small business owner (<100 employees)   | <input type="checkbox"/> Government Official |
| <input type="checkbox"/> Administrative Clerk                    | <input type="checkbox"/> Judge/Lawyer        |
| <input type="checkbox"/> Sales person                            | <input type="checkbox"/> Farmer              |
| <input type="checkbox"/> Other (please specify): _____           |  |

In many countries around the world, mutual support of family members in business transactions is essential for efficient business operations. In your view, how important are family relationships for conducting successful business in your country? Please select one.

- |   |   |
|---|---|
| <input type="checkbox"/> Very important       | <input type="checkbox"/> Not important at all   |
| <input type="checkbox"/> Moderately important | <input type="checkbox"/> A hindrance to success |

In your view, which of following transactions are most commonly facilitated through family relationships in your country? Please select *up to two* options:

- Access to business information
- Access to credit for company
- Dealing with government and regulators
- Hiring of top managers and other employees
- Sale and purchase of assets
- Supplier and customer relationships
- Other (please specify): \_\_\_\_\_

Are you the founder of «CompanyName»?  Yes  No

Are you a relative of «CompanyName»'s founder?  Yes  No  
If yes, please specify family relationship:

- |   |  |
|---|--|
| <input type="checkbox"/> Son/Daughter           | <input type="checkbox"/> Brother/Sister                |
| <input type="checkbox"/> Grandson/Granddaughter | <input type="checkbox"/> Other (please specify): _____ |

Were any of your relatives ever employed in an upper-level management position at «CompanyName»? Please specify:

- |  |   |
|--|---|
| <input type="checkbox"/> Father                        | <input type="checkbox"/> Maternal grandfather |
| <input type="checkbox"/> Father-in-law                 | <input type="checkbox"/> Paternal grandfather |
| <input type="checkbox"/> Uncle                         | <input type="checkbox"/> Brother/Sister       |
| <input type="checkbox"/> Other (please specify): _____ |   |

Are/were any of your following relatives a majority equity owner (at least 20 percent ownership stake) in «CompanyName»? Please specify:

- |  |   |
|--|---|
| <input type="checkbox"/> Father        | <input type="checkbox"/> Maternal grandfather |
| <input type="checkbox"/> Father-in-law | <input type="checkbox"/> Paternal grandfather |
| <input type="checkbox"/> Uncle         | <input type="checkbox"/> Brother/Sister       |
- Other (please specify): \_\_\_\_\_

## **COUNTRY CULTURE**

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Suppose that the government is deliberating to pass a new law that would substantially hinder business activities in your industry. What mechanisms, if any, do business leaders in your country have to prevent the government from making a major mistake? Please choose the answer that most closely reflects your view:

- There is no way to influence the government's decisions
- There is a formal lobbying process through which firms can exchange information and opinions with the government
- The government will generally consult business leaders in advance about any changes that may affect their industry
- Most business leaders have contacts in the government who listen to their opinions

In general, how would you describe the current government's attitude towards business in your country? Please specify one.

- Supportive                       Indifferent                       Hostile

How would you describe the relationship between major companies and political parties in your country? Most business leaders:

- Try to maintain close relationships with all political parties and candidates
- Support only one political party or candidate and do not maintain close relationships with other parties
- Do not have close relationships with any political party or candidate

Which do you consider to be the most important factors to being a successful «title» in your country? Please select the *up to two* alternatives:

- Business contacts
- Family background and family contacts
- Formal business training and business experience
- Political contacts

- Specific industry knowledge
- Ability to communicate ideas and persuade others
- Other (please specify): \_\_\_\_\_

In your view, which of the following occupations carries the most social prestige in your country? Please select the *top two* alternatives:

- |  |  |
|--|--|
| <input type="checkbox"/> Business manager              | <input type="checkbox"/> Lawyer              |
| <input type="checkbox"/> Engineer                      | <input type="checkbox"/> Medical doctor      |
| <input type="checkbox"/> Entrepreneur                  | <input type="checkbox"/> Government official |
| <input type="checkbox"/> Other (please specify): _____ |  |

**COMPANY STRUCTURE**

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As the «title» of «CompanyName» do you hold equity in the firm (stock options)?

- Yes, I hold more than 5% of the company’s stock
- Yes, I hold less than 5% of the company’s stock
- Yes, I receive stock and stock options as part of my compensation
- No, I do not hold equity in the firm

Is your company majority-owned by a parent corporation?  Yes  No

If yes, please give the name of that parent corporation: \_\_\_\_\_

How concentrated is the ownership of your company? That is, what fraction of equity in your company is held by the three largest shareholders?

Shareholder 1 \_\_\_\_\_%

Shareholder 2 \_\_\_\_\_%

Shareholder 3 \_\_\_\_\_%

Please indicate if any of the three largest equity holders is/are:

- The founder or relatives of the founder
- Foreign investors
- Foreign corporations
- Domestic corporations
- The government

In general, how are other top managers appointed in this company? Mostly through:

- Internal promotions
- External hires
- Both



Who appoints the board members in your company? Please choose *up to three* alternatives.

- I select most of the board members
- Company founder
- CEO of the parent company
- Large shareholders
- Government
- Other, please specify: \_\_\_\_\_

Why did the previous «title» leave «CompanyName»?

- Retired for age, health or family-related reasons
- Decided to leave for a non-business position
- Decided to leave for another business position
- Board of directors terminated his appointment
- Company founder terminated his appointment
- CEO of a parent company terminated his appointment
- The government terminated his appointment
- Other (please specify): \_\_\_\_\_