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

Company name: «CompanyName»

Year of incorporation: ______

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

- Agriculture
- Food processing
- Automobile
- Household Equipment
- Construction
- Non-Traded Services
- Consumption Goods
- Real Estate
- Corporate Services
- Retail and Wholesale Trade
- Energy
- Transportation
- Finance
- Mining/Metals
- Pharmaceuticals
- Other ____________

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

PERSONAL INFORMATION

Name: «Firstname» «Lastname»

Full job title: ________________________________

Year of birth: 19____

Place of birth: city: __________________________
country: ________________________________
Nationality: ________________________________

Gender: □ Male □ Female

EDUCATIONAL BACKGROUND

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»:

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Company Organization</th>
<th>Start Year</th>
<th>End Year</th>
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Who appointed you as the «title» of «CompanyName»? Please select one:  

☐ Board of directors  ☐ Previous CEO  
☐ Large Shareholder(s)  ☐ Government officials
☐ Founder or relatives of founder  ☐ CEO of a parent company
☐ Other (please specify): ______________________  ☐ 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  ☐ Parent Company
☐ Shareholders  ☐ Employees
☐ Government  ☐ Banks and other major lenders
☐ Other (please specify): ______________________

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 «Company Name», 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
- Larger shareholders
- Parent company CEO
- Founder
- Government
- Members of the board
- Other top executives in the company
- I do not involve anyone
- Other (please specify): __________

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

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

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): _______________

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): _______________
What is/was your maternal grandfather’s main occupation?

☐ Large business manager (>100 employees)  ☐ Medical Doctor
☐ Small business manager (<100 employees)  ☐ Engineer/Scientist
☐ Large business owner (> 100 employees)  ☐ Teacher/Professor
☐ Small business owner (<100 employees)  ☐ Government Official
☐ Administrative Clerk  ☐ Judge/Lawyer
☐ Sales person  ☐ Farmer
☐ 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.

☐ Very important  ☐ Not important at all
☐ Moderately important  ☐ 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:

☐ Son/Daughter  ☐ Brother/Sister
☐ Grandson/Granddaughter  ☐ Other (please specify): ____________

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

☐ Father  ☐ Maternal grandfather
☐ Father-in-law  ☐ Paternal grandfather
☐ Uncle  ☐ Brother/Sister

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

- [ ] Father
- [ ] Father-in-law
- [ ] Uncle
- [ ] Maternal grandfather
- [ ] Paternal grandfather
- [ ] Brother/Sister
- [ ] Other (please specify): ________________

COUNTRY CULTURE

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:

☐ Business manager  ☐ Lawyer
☐ Engineer  ☐ Medical doctor
☐ Entrepreneur  ☐ Government official
☐ Other (please specify): ______________________

**COMPANY STRUCTURE**

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):  __________________________________________