
Women Leaders in Family Firms, Multiple Roles and Business Performance: An Intergenerational Perspective

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Abstract

The paper reviews the literature on how women in leadership positions contribute to family firms' value creation and business performance, particularly as a result of their ability to play multiple roles. Through thirty-three interviews with senior managers in family firms, we propose three factors that enable women to achieve leadership roles: knowledge and social capital transfer, the power of diversity, and women's empowerment. Moreover, changes in family perceptions and in social norms favour more Millennials women to take leadership positions in their family firms compared to women from the Silent generation. Future research directions on how to advance the debate and knowledge, in family business research and practice, on the importance of having more women in leadership roles are also discussed.

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