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Dieter Schwarz Foundation
**FAMILY
BUSINESS**
center

WHAT OUR RESEARCH FELLOWS ARE DOING

Learn about **Delphine Mourot's** research!

Executive summary and practitioner insights by Delphine Mourot, Research Fellow, Angèle Marinelli, PhD Fellow, and Cécile de Lisle, Executive Director, Dieter Schwarz Foundation Family Business Center, based on the research of Delphine Mourot.

This summary draws on the core elements of Mourot's research, with interpretation and application developed independently by Delphine Mourot, Angèle Marinelli, and Cécile de Lisle for a family business audience.



REDEFINING SELF BEYOND THE BUSINESS: A COACHING FRAMEWORK FOR IDENTITY TRANSITION IN FAMILY SUCCESSION

Delphine Mourot's research examines the **identity transition** required of the incumbent owner during **family business succession**. This challenging process demands they **relinquish control** and **redefine their identity** beyond the business, driven by the need to preserve **socioemotional wealth** — specifically, their identity and legacy. **Coaching** is essential to manage these **emotional and psychological** hurdles and facilitate **creative reflection**.

The research focuses on **testing coaching frameworks**. The first is a **systemic approach** which uses tools to manage the multi-level dilemmas of the

family and business systems. The second is related to **time perspective coaching** and analyzes how individuals structure their past, present, and future perception. This is key to **helping incumbents anticipate** future roles and construct a confident **new identity separate** from the company's operations.

The methodology involves **qualitative semi-structured interviews** to gather data on owner experiences, informing the subsequent design and empirical evaluation phase where the coaching protocols are tested with family business members.



GET IN TOUCH

DO YOU FIND THIS RESEARCH INTERESTING OR RELEVANT TO YOUR FIRM'S EXPERIENCE?

If you are navigating complex strategic change and role transitions in your family organization, this study may shed light on the interwoven emotional and systemic forces at play that define identity and legacy.

Feel free to reach out to Delphine at mourot@hec.fr to discuss this further. She would love to learn from your insights and perhaps even gather data at your company—which would provide you with unique insights!

