

3. The younger generation, especially Ahmed, is under a lot of pressure to prove their credibility and abilities within the family business. The bad news is that if expectations are unrealistic, it can lead to burnout and turnover of talented employees, disrupting leadership continuity (Bennett, 2012). Areas of change in the organisation To address these challenges and improve organisational performance, Ahmed should consider the following areas of change Ahmed should encourage professional development by investing in training and mentorship programmes for younger family members. This can enable younger members to contribute meaningfully to the business while minimising the pressure to conform to traditional methods (Eisenhardt and Bhatia, 2002). This pressure stems from several factors: Scepticism from older family members: Older family members often hold traditional views on leadership and decision-making, which can lead to scepticism about the abilities of younger generations. On the positive side, this effect can motivate younger members to prove themselves, leading to improved performance and innovation as they strive to overcome scepticism (Zahra, 2005). The good news is that pressure to perform can lead to the rapid development of skills and a strong work ethic, which ultimately benefits the organisation by boosting productivity (Miller, 2011). Foster a culture of innovation: Finally, Ahmed should encourage a culture that welcomes new ideas and supports calculated risk-taking. This scepticism can manifest itself through comments on the way things are done or challenges during meetings, creating an environment of mistrust. This can provide a platform to discuss strategic decisions, helping to minimise conflicts (Miller et al., 2003). These high expectations can lead to stress and anxiety, affecting their decision-making abilities. However, it can also be negative in the form of fear and resentment, as younger members feel devalued and discouraged. This can stifle the creativity and risk-taking necessary for business growth (Klein, 2010).