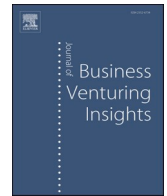




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# How and why do social entrepreneurs experience goal conflict differently?

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## ABSTRACT

It is well-known that the need for both social and financial missions creates tension within social enterprises. Less well-known are the specifics around how and why social entrepreneurs themselves construct and experience their situation. Given people vary in their psychological representations of their goals from concrete (i.e., tasks) to more abstract (i.e., values), we anticipated that goal conflict with engaging in financial activities could vary along these lines, leading to potentially different solutions for support. Through collecting interviews and focus group data using goal hierarchies from 37 social entrepreneurs, we find six constructed realities with different salient goals at different levels of cognitive abstraction which either dictate, conflict with, or are dissociated from financial activities. These can explain why social entrepreneurs perceive their financial activities differently – financial activities as out of sight out of mind, aversive, a ball to juggle, a necessary evil, part and parcel, and as king - which are associated with four experiences of goal conflict (i.e., goal conflict as continual questioning, inevitable, manageable, and irrelevant).

## 1. Introduction

A long-recognized difficulty for social entrepreneurs is the dual obligations of delivering both financial (i.e., making their organization financially sustainable) and social outcomes (i.e., delivering good to society) (Austin, et al., 2006; Dees and Elias, 1998). Research has shown the adverse effects this conflict can have on wellbeing and performance (Ashforth and Reingen, 2014; Pache and Santos, 2010), thus scholarly attention is needed to enable more effective support. Much of the social entrepreneurship literature conceptualizes goal conflict (or paradox) as belonging to the enterprise itself having structural and organization-based manifestations (e.g., Besharov, 2014; Besharov et al., 2019; Smith et al., 2013). Given this, it is not surprising this body of literature has focused on resolutions of goal conflict based on organizational practices (e.g., Muñoz & Kimmitt, 2018; Yin and Chen, 2019). Whilst these perspectives are important, equally important is the role of the social entrepreneurs themselves (Hahn & Knight, 2018, 2021).

Indeed, some research has shown how social entrepreneurs make sense of, or experience, their organization's goal conflict (Child, 2020; Jay, 2013; Yin and Chen, 2019), including the use of different cognitive frames to navigate dual missions (e.g., Battilana and Lee, 2014; DiVito and Bohnsack, 2017; Hahn et al., 2014; Saebi et al., 2019). However, it is assumed that the conditions inherent within the hybrid enterprise generate the goal conflict which the social entrepreneur then "deals with", and that this duality conflict is managed by aligning the pair of goals as per the business frame (i.e., no goal conflict) or by juxtaposing them and accepting the tensions as per the paradox frame (Hahn et al., 2014; Hahn et al., 2015). Only very recently have researchers alluded to goal conflict as being constructed in the minds of social entrepreneurs independent from the enterprise (Hahn & Knight, 2018, 2021), but this conceptualization has not yet been explored in depth. We, therefore, seek to understand social entrepreneurs' own interpreted realities of goal conflict and do so by taking a goals perspective, defined as "internal representations of desired states, where states are broadly construed as outcomes, events or processes ... [and] span from the moment to a life span" (Austin and Vancouver, 1996, p.338).

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Developments in the psychology literature suggest that goals vary not only in terms of the content and alignment or conflict with one another (e.g., Hahn et al., 2014) but also in terms of which goals are most salient (i.e., prominent in the person's cognitions) and their level of cognitive abstraction from higher-order abstract goals, such as values, to lower-order concrete goals, such as tasks (e.g., Kruglanski et al., 2002; Sun and Frese, 2013; Unsworth et al., 2014; Vallacher and Wegner, 1987). This is important because the salience and abstraction levels pertinent to the reality of goal conflict could vary between social entrepreneurs, indicating that there is no one 'objective truth' through which to study goal conflict.

Moreover, to date, recommendations for improving goal conflict in social entrepreneurs have been universal based on the actions that an organisation can take or mindsets social entrepreneurs can adopt; yet, we believe the best approach for a social entrepreneur to deal with their perceptions of goal conflict is likely to differ depending upon goal salience and abstraction. For example, a social entrepreneur might perceive that working towards their financial activities goal conflicts with one or more of their social purpose-oriented activities goal, which can be resolved in traditional ways such as organisational procedures (e.g., Ashforth and Reingen, 2014). A different social entrepreneur, however, might perceive their financial activities conflict with their social purpose identity or values goals which are longer-lasting and less malleable (i.e., a higher-abstraction level, and hence 'abstract' goal, e.g., Kruglanski et al., 2002; Unsworth et al., 2014) and therefore are less likely to be resolved through either structural organisational based practices or changing mindsets. Hence, we need to examine how social entrepreneurs perceive the interdependencies between their financial activities goal and the goals most salient to them, to better understand constructed realities of goal conflict.

## 2. Methods

We used an interpretivist exploratory study design (Murphy, et al., 2017) with multiple methods involving interviews, goal hierarchy development and focus groups. To sample a range of experience levels, we recruited participants from a UK training program for new social entrepreneurs as well as from a regional network of experienced entrepreneurs. Altogether, 37 social entrepreneurs participated (24 females, 13 males), aged between mid-20s to mid-50s, from multiple industries (e.g., food, education, leisure).

We began with semi-structured interviews with 24 social entrepreneurs (8 males and 16 females), lasting 30–120 min. We asked participants about their organization's aims; their work-related goals; and the challenges/conflicts (or not) they face in delivering a dual mission (see Appendix A). We did not deductively ask them whether they experienced goal conflict across certain levels of goal abstraction, instead, we waited to see how they interpreted the goal conflict question. We used a thematic analysis approach (e.g., Braun and Clarke, 2006; Braun et al., 2022), iterating between coding, data collection, and literature-based interpretations. We found that social and financial goals were differentially salient across participants and that these goals varied in the cognitive abstraction level (i.e., from concrete tasks and activities to abstract identities and values) (Kruglanski et al., 2002; Sun and Frese, 2013; Unsworth et al., 2014).

To complement and triangulate the interview analysis (see Gibson, 2017), we conducted half-day workshops for 14 social entrepreneurs (5 males and 9 females). To begin, facilitators guided participants in constructing their goal hierarchies whereby they visually mapped their salient goals and interconnections across all levels of abstraction. We then used these goal hierarchies as stimuli for discussion in audio-recorded focus group discussions (approximately 35 minutes to 1 hour). General discussions occurred before, during and after each activity. Our multi-phased approach increased the confirmability (a key characteristic of trustworthiness) of our findings as it enabled us to articulate the link between data and our new knowledge (Murphy et al., 2017).

## 3. Results

We found that social entrepreneurs do hold different constructed realities (i.e., cognitive representations of goals and interdependencies) associated with different experiences of goal conflict (see Table 1 and Fig. 1), and thus would require different targeted recommendations for practical support. More specifically, we identified four experiences of goal conflict concerning financial activities – experiencing it as continual questioning, inevitable, manageable or inevitable. The differences in constructed realities were based on the type of goal interdependency (dictates, conflicts, or dissociates) with a particular salient goal at different levels of abstraction.

### 3.1. Goal conflict as continual questioning

The first experience of goal conflict was one of 'continual questioning', being frequently tempted to sacrifice for their service user because of a strong *saviour identity* (i.e., higher abstraction level goal). This social saviour goal *dictated* their financial activities; hence, for them, the financial was 'out of sight out of mind'. Yet this clashed with the requirements to deliver a financially viable business leading to poorer financial results, which meant they were constantly berating and questioning themselves. For example, "I don't have a business head on when I should have. I am very generous in nature ... Like if someone approached me and said they couldn't pay that I would be tempted to give it to them for cheaper" (Ms K).

### 3.2. Goal conflict as inevitable

The second experience was that goal conflict was 'inevitable'. We found two constructed realities of social entrepreneurs reporting their financial activity to be problematic because it *conflicted* with another of their goals. However, it manifested slightly differently across the constructed realities. The first had a salient higher-order goal (*valuing creativity*) which, like those who experienced goal conflict as continual questioning, was non-financial. In this case, the financial activities were perceived as 'aversive' because participating in them, or at least in the way they defined them as accountancy tasks, *conflicted* with their creativity values. For example, "financial task impedes creativity even though I see it as important. It is too much psychologically to put these two together to put into effect

**Table 1**  
Data structure & Exemplar Evidence.

Participants within this category	Example of Evidence	Constructed Reality of Goal Conflict	Example of Evidence	Experience of Goal Conflict
Ms K Mr A3 Ms V1 Ms L4	"I think charging less, because this is a community of people where many don't have jobs" (Ms V1).	<u>Salient goal:</u> Social saviour identity (higher-order) <u>Interdependency with financial activities:</u> Dictate	"Do we get that one person over who could really benefit, or do we just focus on getting more other people who can get their own way there and then spend that money on advertising to then get even more people?" (Ms S).	<u>Treat financial activities as:</u> out of sight out of mind <u>Goal conflict as:</u> continual questioning
Ms L2 Ms Z Ms K2 Ms T Ms S2	"you cannot instil a value of creative and curious and free when having to adhere to the funding" (Ms Z).	<u>Salient goal:</u> Creativity value (higher-order) <u>Interdependency with financial activities:</u> Conflict	"It's been more about being able to break even [and] not thinking beyond that" (Ms L2).	<u>Treat financial activities as:</u> aversive <u>Goal conflict as:</u> inevitable
Mr J2 Ms L3 Ms W Ms H2 Ms T2 Ms C3	"Delivering what I actually do is actually a very small part because the rest of it is the website, and the funding applications.. getting it is annoying and it takes loads of time" (Ms L3).	<u>Salient goal:</u> Social activities (lower-order) <u>Interdependency with financial activities:</u> Conflict	"we are jumping through hoops and then it takes us away from helping those people" (Mr J2).	<u>Treat financial activities as:</u> a ball to juggle <u>Goal conflict as:</u> inevitable
Ms S Ms N Mr M1	"My personal beliefs on it are I don't agree with it but I don't have a positive or negative professional aspect to it. But the innovativeness of the online shop to save money is good .... We don't want to do it, but understand if we're not we'll fail. That's intellectual and not emotional. I want to destroy all organizations, so having to work with them I find really difficult. But luckily I'm good at dissociation" (Mr M1).	<u>Salient goal:</u> Social value (higher-order) <u>Interdependency with financial activities:</u> Dissociation	"I've just never been driven like that, I'm more interested in trying to make things better and improve things and make life happier and better for people and so it does feel a bit disjointed sometimes having to find money and ask for money which I don't really like doing" (Ms S).	<u>Treat financial activities as:</u> a necessary evil <u>Goal conflict as:</u> manageable
Mr A Ms C Mr F Mr O Mr B Mr M3 Mr I Ms H Ms B Ms JW Mr A2 Mr A5 Mr M2 Mr J	"I had wrong preconceived ideas of what an entrepreneur is and I've learnt you can be both ..." (Ms C).	<u>Salient goal:</u> Dual identity incorporating both financial and social elements (higher-order) <u>Interdependency with financial activities:</u> Dictate	"I want to prove that democratic and community-run organizations are a viable option ... I think businesses can be central to that, they don't have to be based on profit and market forces and everything else but it can be based on the community being involved, democratically being involved and being able to shape their lives.. If something like that can be used for long term good as well as profit or surplus, then it just depends on the situation and if it makes sense." (Mr F).	<u>Treat financial activities as:</u> part and parcel <u>Goal conflict as:</u> irrelevant
	"I want to make it into a national company. Yeah, that pretty much my main goal I suppose". "I'm only the sole-trader but I'm converting over to a limited company to buy shares" (Mr J).	<u>Salient goal:</u> Financial value (higher-order) <u>Interdependency with financial activities:</u> Dictate	"I don't have a problem making money out of this social enterprise and not this idea that you have to put so much back into it" (Mr M2).	<u>Treat financial activities as:</u> king <u>Goal conflict as:</u> irrelevant

efficiently as too much difference between each" (Ms S2).

The second constructed reality had a salient goal which was of low-level abstraction, namely *social activities*. Thus, although this also had a *conflicting* interdependency with financial activities, social entrepreneurs with this constructed reality perceived the financial as 'a ball to juggle'. These social entrepreneurs kept their social and financial activities mutually exclusive by separating them in time, resulting in an experience of inevitable frustration with task and time clashes. For example, "we are jumping through hoops and then it takes us away from helping those people ... It's a monster. You feed it and feed it and it just comes back for more. You have to constantly be earning to be able to do the social you want to" (Mr J2).

### 3.3. Goal conflict as manageable

An experience of goal conflict as 'manageable' was associated with a constructed reality based on proactively avoiding goal conflict by *dissociating* the higher-order goal of *social values* from financial activities. The social entrepreneurs with this reality viewed financial activities as a 'necessary evil'. They were not focused on increasing alignment across social and financial domains, but instead on reducing conflict across the domains. This manifested slightly differently across social entrepreneurs with some constructing a structural resolution (i.e., separation of financial activities) and others a psychological resolution (i.e., dissociating the "self" from the financial activities). The former reduced conflict by ensuring that money-making occurred outside of, and was separate from, the main core social good delivered by the enterprise. For example, Ms S set up a café as the money-making component of her mental health drama groups. The latter reduced conflict by accepting the need for financial activities, within the specific context of their social enterprise, to enable the greater good. For example, talking about moving away from being charity-funded towards being a social

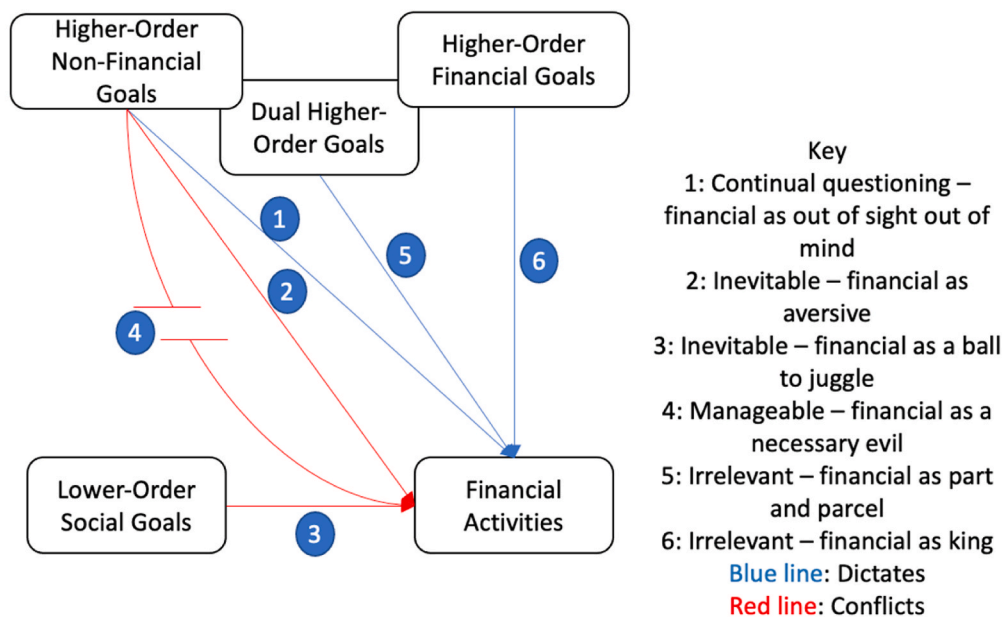


Fig. 1. Visual summary of social entrepreneurs' constructed realities (i.e., goal underpinnings) of experiences of goal conflict.

enterprise and needing to create profit, Mr M1 said, “So in my personal life I may be against the state, but I’ve got to live in it ... So I’ve just got to work towards that ... we know we have to change and we accept we have to change and we are willing to change.”

### 3.4. Goal conflict as irrelevant

The final goal conflict experience we identified was that it was ‘irrelevant’. There were two constructed realities associated with this experience: both had salient higher-order goals that *dictated* the financial activities, however, one of these held a *dual identity* that encompassed both social and financial domains and the other held a *financial value*. The former perceived financial activities as ‘part and parcel’ because their dual identity, which incorporated both social missionary and business-person, was *dictating* the financial activities to allow lower-level alignment between social and financial goals. For example, Ms C said she was “making money so can then do the social” while Mr A said, “All that is created through no waste so that the product is free, so there are just the buildings and our volunteer coordinators to pay. So costs down to a minimum but increasing social value”. However, in contrast to those who see it as a necessary evil, the financial was acknowledged in their identity (“On a spectrum from charity to ruthless cutthroat business side, I’m more on the capitalist side”, Ms C) and thus enacted in the financial activities (“go for whatever amount for financial and that then dictates what social can do. If got more money do more social if less money than less social”, Mr A).

Social entrepreneurs with the other constructed reality of goal conflict associated with experiencing goal conflict as ‘irrelevant’ were driven solely by their *financial value*, which *dictated* their financial activities. They perceived the financial as ‘king’ because, for them, the social good provided a unique selling point for a business rather than a mission. This can be seen by contrasting Mr J who was driven by his financial higher-order goal - “We also believe that you can create a situation where [we] can monetize people or these ‘social good’ businesses” - with Ms B who had a dual higher-order goal encompassing both social and financial domains - “Everything we do is led by purpose, we are in this not to make money. We obviously have to be sustainable and we have a model that keeps us sustainable but that’s not why we do what we do; it’s not the driver”. Thus, although the goal conflict experience was the same, the constructed reality was different.

## 4. Discussion

We examined social entrepreneurs’ constructions and experiences of goal conflict by identifying different cognitive representations of goal interdependencies between their financial activities goal and the goal most salient to them.

### 4.1. Theoretical implications

In accordance with recent quantum theorizing of social entrepreneurship (Hahn and Knight, 2018, 2021), we find that goal conflict is not inherent within a social enterprise but exists only when it is constructed within the mind of the entrepreneur. Our research elucidates the specifics of how and why this is the case by revealing the psychological underpinnings (constructed realities) of four experiences of goal conflict. Obtaining this knowledge is an important step towards providing support for social entrepreneurs because they are neither “the organization”, nor “an individual affected by the organizational strategies” – they both constitute and are personally entangled in the organization (e.g., Brändle et al., 2018; Chandra et al., 2021; Davies et al., 2019; Eckhardt and Shane, 2003; Light, 2006; Walley and Taylor, 2002). Therefore, when looking to understand how social entrepreneurs make sense of delivering both financial and social domains we need to approach them as actors who construct their versions of goal conflict, and not

agents who experience an external reality of organizational-level goal conflict. Plus, in identifying four ways in which social entrepreneurs experience goal conflict (continual questioning, inevitable, something to be managed, and irrelevant) our research aligns with and extends recent scholars who challenge the binary view of experiencing tensions or not (e.g., [Chen and Harrison, 2020](#)).

Our model extends the current cognitive frames literature. Although we differ from that literature by examining the constructed reality of conflict (rather than the perception of the enterprise's conflict), we both focus on goal-to-goal interdependencies. Previous literature identified a business case frame (e.g., [Saebi et al., 2019](#)), a paradoxical frame (e.g., [Hahn et al., 2014](#)), and a differentiation frame (e.g., [DiVito and Bohnsack, 2017](#)) – which roughly align with our identified experiences of goal conflict being irrelevant, manageable and inevitable, respectively. However, we determined that these cognitive frames of goal conflict can differ based on a particular salient goal at a particular level of abstraction and a particular type of interdependency between that goal and financial activities. Thus, our research provides a more accurate description and categorization of social entrepreneurs' cognitions that will enable future research to conduct more valid examinations of antecedents and outcomes of goal conflict.

Moreover, the experience of goal conflict as continual questioning, and its underpinning perception of financial activities as 'out of sight, out of mind', had not previously been identified. This constructed reality is of particular note because it highlights the importance of considering both the salient goal and its interdependency. First, although the higher-order salient goal dictated financial activities - similar to 'financial as part and parcel' and 'as king' - the fact that it was a non-financial (rather than partly or purely financial) higher-order goal dictating the lower-order goal, led to a very different experience. Second, although the higher-order goal was non-financial, similar to financial as 'aversive', the fact that the goal was dictating rather than 'conflicting with' meant that financial activities were sacrificed rather than avoided. Thus, goal conflict appears to be more than conflicting/accepting/aligning social and financial goals; instead, our results suggest it is the combination of the salient goal at a particular level of abstraction with the interdependency that creates the constructed reality of goal conflict, thereby opening up another area for future research.

Our research also highlights the interwoven nature of the experience of goal conflict, its constructed reality, and possible resolution strategies. For example, those who found goal conflict manageable only did so because they were able to dissociate financial activities from their social higher-order goal; but they were only able to dissociate because they found goal conflict manageable and could accept the changes required. Similarly, social entrepreneurs who found goal conflict irrelevant did so because they developed a dual identity but they were only able to develop a new identity because they perceived that the goal conflict might be irrelevant. This has important implications as research has typically studied resolution to goal conflict as a secondary step (e.g., [Gray et al., 2017](#); [Gorges and Grund, 2017](#)).

Finally, our findings have implications for other debates in social entrepreneurship studies. They enable us to make sense of the varied definitions of social entrepreneurship in the literature ([Choi and Majumdar, 2014](#); [Dacin et al., 2011](#); [Dey et al., 2016](#)). [Roundy and Bonnal's \(2017\)](#) and [Perrini, Vurro and Costanzo's \(2010\)](#) definition of social enterprises as non-profit organizations employing market mechanisms to creatively raise funds would align with those who view financial activities as 'king', 'part and parcel' or 'necessary evil', but not with those who view it as 'out of sight out of mind' or 'aversive'. Those who see it as 'aversive' or a necessary evil would not necessarily define social enterprises as distinct from non-profits ([Nicholls, 2010](#)), which aim to achieve "an equivalent social benefit with fewer dollars" or create "greater social benefit for comparable cost" ([Porter and Kramer, 1999](#): 126); but those who see it as 'king' would probably not accept definitions of social entrepreneurship where benefits accrue primarily to targeted beneficiaries, as opposed to owners ([Alvord et al., 2004](#); [Austin et al., 2006](#); [Mair and Marti, 2006](#)). Thus our findings support the need for the field to move towards using and building on the diversity of definitions of social entrepreneurship rather than definitional agreement.

#### 4.2. Practical implications

The deficiency of understanding to date has been problematic in providing appropriate support for social entrepreneurs. For example, [Yin and Chen \(2019\)](#) found that some social entrepreneurs differentiated while others integrated the two goals, but without understanding the underlying mechanisms they could only offer the same universal strategies to all social entrepreneurs. By knowing the constructed realities of social entrepreneurs (that is, understanding the different ways in which financial activities 'fit' with other key goals), more specific and, thus, more valuable practical support can be offered in practice. We recommend social entrepreneurs determine their salient goal and its type of interdependency with their financial activities goal to better understand why they have the experience of goal conflict they do, and how theirs differs from other social entrepreneurs they work with.

For those seeking change, we recommend they select a plausible new constructed reality of goal conflict for themselves; and then plan a transition. It is very difficult to change one's values (see [Meglino and Ravlin, 1998](#)), however, creating "possible selves" (e.g., [Markus and Nurius, 1986](#)) can lead to changes in behavior (e.g., [Oyserman et al., 2004](#); [Strauss et al., 2012](#)), particularly when it is linked to one's existing identity ([Oyserman et al., 2006](#)). Thus, for those wishing to experience goal conflict as irrelevant, we recommend explicitly identifying situations in which having a dual identity can also help them achieve their other existing creative, activist or socially-oriented identity (e.g., [Unsworth and Mason, 2016](#)). However, this is likely to be too far removed from the existing reality of those who view the financial domain as 'out of sight out of mind' or 'aversive'. For the former, we highlight the need to set clearer pre-defined goals for their businesses and to reduce the salience of their saviour identity to better ensure long-term viability; for the latter, we recommend identifying self-concordant "rewards" for engaging in financial activities in the short-term (i.e., how through redesigning and reframing financial activities could satisfy their value of creativity) (e.g., [Allen, 2016](#); [Lyubomirsky et al., 2005](#); [Unsworth and McNeill, 2017](#)).

#### 4.3. Limitations and future research

Given our philosophical and methodological approach it would not be proper to claim our typology necessarily generalizes to all social entrepreneurs ([Bansal and Corley, 2011, 2012](#)). Given the small "sample size", we cannot determine whether differences might

occur depending upon the industry or type of venture. Quantitative researchers should obtain a broader understanding of the prevalence of the different types of conflict and configurations to ascertain a picture of the relevance of our typology to the broader population and to ascertain whether we have missed any goal conflict experiences. Our research was also necessarily static, however, future research could explore whether and how the six realities change over time. Furthermore, whilst we have focused on goals and interdependencies associated with financial activities, future research could take a broader goal hierarchy approach (e.g., [Unsworth et al., 2011, 2013](#)) to map interdependencies amongst social entrepreneurs' breadth of goals across social, financial, and other domains from all levels of abstraction to explore more comprehensive patterns of multiple goal interdependencies.

#### 4.4. Conclusion

We extend the notion that goal conflict is not an objective truth but is instead an experience/feeling that is constructed within the minds of social entrepreneurs. Our research contributes to the literature by identifying three characteristics that combine to produce a particular constructed reality, and thus experience, of goal conflict – the salient goal, the level of abstraction of that goal, and the type of interdependency between that goal and financial activities. We extend previous universal recommendations to 'align', 'accept' or 'differentiate' social and financial goals by creating a more comprehensive and precise typology. Practitioners and scholars alike can therefore now use this to help social entrepreneurs succeed within their chosen, or where relevant, new reality of goal conflict.

#### CRedit authorship contribution statement

**Rebecca Pieniazek:** Conceptualization, Data curation, Formal analysis, Investigation, Methodology, Project administration, Writing – original draft, Writing – review & editing. **Kerrie L. Unsworth:** Conceptualization, Formal analysis, Investigation, Methodology, Writing – review & editing. **Hannah Dean:** Investigation, Validation, Writing – review & editing.

#### Declaration of competing interest

None

#### APPENDIX A. Final interview protocols

The organization.

1. I'm going to ask you some quick-fire questions about your social enterprise:
  - a) Please can you confirm the name of your current social venture, and the industry?
  - b) What is the organization's legal structure?
  - c) What stage are you at with your organization?
  - d) Do you have another job as well as running the SE?
2. Please can you describe the main mission of your social venture?
3. How successful do you feel your organization currently is compared to expectations you had/or targets you may have set?
  - a) Probe – what has been achieved, what has not?
  - b) Probe – Describe some eggs of success
  - c) Probe – do you have business/financial goals? What are they?
4. What challenges has the organization had, or could it have, in terms of delivering its mission?
  - a) Probe: Different goals and conditional factors
  - b) Probe: What are the solutions?
5. What are the values of the organization?
  - a) Why does the organization have those values, what are their origins?
  - b) Are they related to your own? Why?
  - c) Do you apply these values to yourself in how you evaluate your work for the enterprise?

About them.

6. I'm going to ask you some quick-fire questions about yourself:
  - a) How long you have been involved in this enterprise?
  - b) Have you previously been involved in another SE or charity?
  - c) What is your specific role?
7. Why did you embark upon this social venture?
  - a) Probe: cognitive thought processes, emotions
  - b) Probe: Past experiences.
  - c) What does this venture mean to you?
  - d) What do you personally hope to achieve?
  - e) Probe: identity of them as a person, and them as the director – overlap or not?
8. What successes and challenges have you had on a personal level, or you envisage you may have, as a result of running this organization?
  - a) Probe: challenges and success, probe why

- b) Probe: cognitive thought processes, emotions
  - c) Probe: Could ask specifically about challenges in terms of the different goals.
  - d) Probe: Description of any solutions?
9. Do you see yourself as a businessman/woman, philanthropist, or both, or other?
- a) Probe: percentages each way?
  - b) Probe: Why? (skills, values, interests, other) ...
  - c) Probe: How do you want to see yourself in the future? Why?
  - d) How would other people see you (eg funders, customers/service users, family etc)?

About potential conflict.

10. What are the economic/business goals of the organization?
- a) Why does the organization need money?
  - b) Where does it come from?
  - c) Probe: other types of economic/business goals - (decisions about owning premises, expanding, paying for someone else, increasing price to customers, changes over the next 5 years, increases in salary etc).
  - d) What enables you to achieve them?
  - e) What hinders you from achieving them? Probe - personal/emotional, skills, things to do with the organization or others involved internally in the organization, outside the organization etc.
  - f) What percentage salary do you take? Why? Thoughts, emotions?
11. What are the non-economic goals of the organization?
- a) What enables/hinders you to achieve them?
  - b) How big a part of the organization is social, and how big is economic/financial/business?
  - c) Why?
  - d) Does it change?
12. Some people say there must be a conflict for social entrepreneurs between the social and financial aims of the organization. For example, sometimes the ways of making the best money, do not make the most sense for improving the social and vice versa.
- a) Probe: Agree or disagree, why
13. Please can you describe a time(s) when you've experienced such a conflict? (Adapt if they disagreed above)
- a) What were your thoughts at the time?
  - b) What was the outcome, for the organization, and for you? How did it feel?
  - c) What makes the conflict worse?
  - d) If you realise there is conflict, why does it continue to be a problem?
14. Why do you think you experience(d) this conflict(s)?
- a) Would other people in your situation have experienced this conflict? (Probing how much difference they feel their personal values, or their person-organizational value fit makes a difference in this).
15. What solutions have you or could you implement?
- a) Probe roles, conscious vs accidental/planned vs unplanned ... Probe egs.
  - b) Probe enablers and inhibitors for any solutions offered
  - c) How might a different SE (or E) who is not you deal with these goal conflicts?

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