

CRANFIELD UNIVERSITY

John Herniman

**Social Intrapreneurship: Exploring Tensions and Paradoxes of Embedded
Agency**

School of Management
PhD Leadership and Management

PhD
Academic Year: 2020 - 2021

Supervisor: Professor Mark Jenkins
Associate Supervisor: Professor Palie Smart
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ABSTRACT

Unmet societal needs require social innovation from various actors and agents. Social intrapreneurs, the corporate sibling of social entrepreneurs, are relatively understudied in management and organisational academic literature.

Contemporary empirical studies of social intrapreneurship have focused on the enterprise (context) and the nature and results (outcome) of the social intrapreneurial activity. The academic literature contains fewer descriptions of social intrapreneurs at an individual level. The research is often heterogeneous and fluid in definition, and sometimes contradictory. This discourse utilises social innovation studies, organisational studies and theories of innovation, paradox and embedded agency (neo-institutional theory) to augment the limited social intrapreneurship literature. Research questions are formed based on limited extant literature on mechanisms describing social intrapreneurs as individual actors. This research provides empirical insight into the challenges and mitigations, experienced and enacted, from the perspective of a social intrapreneur within for-profit multinational organisations. A social constructivist stance is utilised in developing an exploratory understanding from semi-structured interviews with 62 social intrapreneurs in MNCs. To address the primary research question, “what tensions do social intrapreneurs experience?”

This research contributes to organisation studies by proposing empirically derived frameworks of tensions experienced and navigations enacted by social intrapreneurs, as described by social intrapreneurs. Complementary to these frameworks, this research contributes an exploratory perspective on the interplay between tensions and navigations with role formalisation of social intrapreneurs with respect to social action and innovation. In practice, social intrapreneurs and organisations may gain insights into frameworks of enablers and disablers of social innovation.

Keywords:

Multinational company, Social Entrepreneur, Institutional Entrepreneur, Paradox theory, Social Innovation.

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LIST OF ABBREVIATIONS

B2B	Business to business
B2C	Business to consumer
CIT	Critical incident theory
CSE	Corporate social entrepreneur
CSI	Corporate social intrapreneur
CSP	Corporate social performance
CSR	Corporate social responsibility
FTSE	Financial times stock exchange
GRI	Global reporting index
IEEE	Institute of electrical and electronics engineers
Int.0X	Interviewee number X
Int.0X, pY	Interviewee number X, page Y of transcript
IT	Information technology
IP	Intellectual property
LOI	League of intrapreneurs
MNC	Multinational company
PD	Product Development
P&L	Profit and loss (statement)
R&D	Research and Development
SDG	Sustainable development goals
SLR	Systematic literature review
SME	Small and medium enterprises

1 Introduction

Social intrapreneurs are change agents in existing organisations who enact an agenda to create social impact. Interest in social intrapreneurs has rapidly increased since the early academic and practitioner emergence of the concept around 2005 (Elkington, 2008a; Hemingway, 2005; Mair and Martí, 2006) to more recent and more prolific examples of the discourse in both academic (Alt and Craig, 2016; Alt and Geradts, 2019; Hadad and Cantaragiu, 2017; Peter O'Neill, 1999; Spitzeck, Boechat and Leão, 2013; Tracey and Stott, 2017) and practitioner literature (Bullock, 2014; Davis and White, 2015; Ellis, 2011; Grayson, McLaren and Spitzeck, 2014a; Grayson, 2018; Jenkins, 2018; Le Roux and De Pree, 2018) that includes business leaders, shareholders, socially conscious individuals, communities and governments.

A social intrapreneur's goal is the delivery of social innovation and positive social impact in existing organisations. In attempting to deliver social impact and their desire to influence the organisation to improve the world (Feraru, 2018), social intrapreneurs are differentiated from traditional intrapreneurs who aim to innovate in a manner more consistent with the business objectives of their organisation (Pinchot, 1985). A practitioner-based definition of a social intrapreneur is:

"Someone who works inside major corporations or organisations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures."

(Elkington, 2008a: 4)

This definition captures the spirit of the social intrapreneur as an agent. However, the nuances of the social agents' actions are more precisely described using a more recent academic definition of social intrapreneurship that complements the above definition:

"Discretionary and informal employee lead process of identification and exploitation of entrepreneurial opportunities that address social or environmental challenges while contributing to the objectives of established organisations." (Alt and Geradts, 2019).

Although there is significant interest in social intrapreneurs, there appears to be no definitive evidence-based analysis of social intrapreneurial activity's size and scope. A recent practitioner activity sample reveals social intrapreneurs associated with over 200 MNCs and more than 400 stories of individual intrapreneurial effort (Aspen Institute, 2019a, 2019b; Grayson, McLaren and Spitzeck, 2014a; Jenkins, 2018). This activity level indicates that social intrapreneurship is no longer a niche activity while still a relatively recent topic. Understandably, academic definitions, theorisations, and frameworks lag in describing these social actors since they are emergent phenomena.

The increasing discourse on social intrapreneurs may have linkages with the growing importance of social innovation. Social innovation is an innovation that meets pressing unmet social needs and improve people's lives (Mulgan, 2006; Mulgan et al., 2006). In a world of increasing population, widening divergence in wealth, climate change, strained environmental and social resources, there is a need for social innovation. The sentiment of the need for social innovation is echoed more formally and recently in the United Nations sustainable development goals (United Nations, 2019), where 17 global targets that focus on addressing: poverty, inequity, climate, and environmental degradation, prosperity, peace, and justice are proposed. The call to action from the United Nations is for businesses, governments, and NGOs to act multilaterally (United Nations, 2018).

Traditionally social innovation has been the remit of governments and Non-Government Organisations (NGOs), working in an aid mode. However, this approach is increasingly met with challenges of geo-political borders, resource constraints, and the extent of the challenge (Mason, Kirkbride and Bryde, 2011). In addition to governments and NGOs, alternative avenues to social

innovation are offered by non-profit organisations and social enterprises (with social and business missions).

More recently, due to the increasing importance of social innovation, business leaders in the for-profit sector are faced with a growing societal expectation to deliver social innovation (Sonenshein, 2016). Increasing expectations on businesses are to provide innovation to address societies unmet needs and counter social challenges while delivering on more traditional profit goals. This expectation is acute in the case of large for-profit multinationals who have the potential of vast resources and significant and often unique global reach (Ali et al., 2018; van Zanten and van Tulder, 2018). Furthermore, this has been accompanied by a general rise of corporate social responsibility and sustainability agendas within for-profit organisations.

Social innovation studies have been predominantly treated as an organisational level phenomenon and with particular focus on the formation of social enterprises (Dacin et al., 2010; Dion, 2012; Dees, 2012; Diochon and Anderson, 2010; Smith et al., 2012). However, discussions within the field have engaged an individual level of analysis to consider the tensions faced by social entrepreneurs and institutional entrepreneurs (Battilana, Leca and Boxenbaum, 2009; Bjerregaard and Luring, 2012; Smith et al., 2012).

Social intrapreneurship is considered as developing social change from within an established organisation (Alt and Geradts, 2019; Elkington, 2008a; Tracey and Stott, 2017), and considered as social entrepreneurship that occurs within an established organisation (Mair and Martí, 2006), and social intrapreneurs the actors or agents of the process. The social intrapreneur role in comparison to the social entrepreneur and institutional entrepreneur has received limited academic attention; however, there are some contemporary empirical studies of social intrapreneurship. These have often focused on the organisation (context) (Jay, 2013; Lettice and Parekh, 2010; Nicholls, 2010) and nature and results (outcome) of the social intrapreneurial activity (Bruneel et al., 2016; Jay,

2013; Mirvis et al., 2016; Mirvis and Googins, 2018; Tracey and Stott, 2017), or external or management-driven programs (Sonenshein, 2016).

The academic literature contains few descriptions of social intrapreneurs at an individual level, and the existing research is often heterogeneous and fluid in definition and naming conventions and is sometimes contradictory. This lack of a well-defined foundation presents a scholarly challenge due to the lack of clarity and reproducibility in representing a social intrapreneur at an individual level. The problem is exacerbated with a dearth of individual-level analysis, within larger organisations. Notable exceptions are the work of Sharma and Good (2013), which investigated middle managers intrapreneurial roles and how they make sense of their multiple and contradictory institutional demands, and Hemingway (2005) and Hemingway and Maclagan (2004), who propose a conceptual model of corporate social entrepreneurship, that is later empirically substantiated (Hemingway, 2013), Carrington, Zwick and Neville (2018) who consider micro-level acts of individual managers as social intrapreneurs in practice and the implications by Halme, Lindeman and Linna (2012) of linkages to social bricolage. The role of the social intrapreneur is little represented in management theory, organisational practice, and other academic literature (Alt and Geradts, 2019), leaving the energetic and well-intentioned social intrapreneurs with no standard tools or grounding with which to navigate the complexities of modern organisations.

A topic that appears not adequately addressed by the academic research on social innovation is that the challenges faced by the endogenous social innovators, and comprehensive analysis of how innovators may have navigated these. Assumptions that social intrapreneurs experience an amalgam of challenges faced by social entrepreneurs and intrapreneurs and agents of CSR tend to diminish the unique nature of social intrapreneurial action (Alt and Geradts, 2019), and perpetuate the circularity of debates in the social innovation literature (Tracey and Stott, 2017).

Academics with a goal of studying mechanisms and mitigations of social intrapreneurs are presented with sparse conceptual and empirical resources to build on. This research study aims to unpack some of the factors that limit the achievement of social innovation in existing for-profit organisations.

In response to multiple calls for further individual level inquiry concerning social intrapreneurs (Alt and Geradts, 2019; Hemingway, 2005; Wang et al., 2016), this exploratory research focuses on social intrapreneurs at an individual level. More specifically this research addresses the call by Alt and Geradts (2019) for research into "how social intrapreneurs depart from 'business as usual' and navigate path dependencies of profit-maximising organisations in spite of institutional pressures", by considering tensions (challenges and barriers) and navigations (reactions, responses and mitigations) experienced and enacted by social intrapreneurs.

Through the use of multiple case studies, the research focuses on how social intrapreneurial activity unfolds and evolves in large for-profit organisations from the perspective of the social intrapreneur. Aiming to describe types of paradoxes and tensions, and the coping and reconciliation employed by social intrapreneurs within for-profit MNCs.

This research's findings describe themes of tensions experienced by social intrapreneurs, resulting from differences in field logics, values, structural, process, and individual positions and thematic groups of navigations.

Contributions to the body of knowledge are through frameworks of salient tensions experienced and navigations enacted by social intrapreneurs in MNCs. Furthermore, additional contributions are made by considering the relationships between role formality of the social actors within the sample and tensions and navigations experienced and enacted. This research positions these contributions relative to the extant literature and illustrates how they

extend concepts and modify some previously utilised exclusively in the social and institutional entrepreneurship fields. Additional implications to the theory are observations of tensions and navigations exhibiting paradoxical and generative properties, leading to further tensions. This research also provides empirical examples of overcoming the paradox of embedded agency, through the lens of a social intrapreneur.

This thesis is structured as follows. Chapter 2 focuses on the literature, firstly positioning the topic within the extant literature and theories. The second part of chapter 2 then describes a systematic literature review of this topic, including the method, the descriptive output of the extant literature, and ultimately a synthesis of the literature and how it addresses the questions identified earlier in the chapter. Chapter 2 concludes with a definition of the research questions to be addressed by this thesis's empirical work. Chapter 3 commences with a description and discussion of the philosophical positioning of the research, followed by the research strategy and how it is implemented through data collection and the methods utilised in data analysis and synthesis. Chapter 4 describes the research's thematic findings developing into a review of emergent themes and constructs from the empirical data. Chapter 5 describes the chapter 4 findings in the context of extant theory and contemporary literature and illuminates this research's contributions to the current body of knowledge of social intrapreneurship. The chapter concludes with a discussion of the limitations of this research and calls for further research.

2 Literature review

This chapter collects current knowledge available on the phenomena of interest and considers the positioning of the phenomena within relevant extant literature. A systematic review of the literature is conducted, probing the literature with specific literature review questions.

This chapter is segmented into two major sections. The first section describes the phenomena to be researched (social intrapreneurs) and positions the research topic within academic literature. The first section ends with a proposal of review questions that may be asked of the literature pertinent to research interests. The second section is a systematic literature review (SLR). Following an introduction to the rationale for utilising a systematic literature review, a description of the method employed, the demographic, descriptive and thematic results are presented. The chapter concludes with emergent research questions that require further inquiry to further research interests.

2.1 Positioning the social intrapreneur within the extant literature

The introduction positioned the social intrapreneur as the combination of an innovator, who is also a social actor, who inhabits existing organisations; this context results in complexity in positioning the topic within the extant literature. This complexity will be addressed by considering the actor, relevant organisational (theory of the firm, agency theory, stakeholder theory) and institutional (institutional agency and paradox of embedded agency) theories, innovation (exogenous and endogenous traditional and social innovation), social responsibility (corporate social responsibility and corporate social innovation) and the nascent social intrapreneurship literature. In conclusion, this section considers social intrapreneurs' current positioning and proposes review questions for the systematic literature review.

2.1.1 The social intrapreneur

The concept of the social intrapreneur emerged in the academic discourse around 2005 (Hemingway, 2005; Mair and Martí, 2006), forming new terminology in the intersection between the active discourse of "intrapreneurs" (traditional innovators in existing organisations) and "social entrepreneurs" (social innovators acting outside of existing organisations). The discourse has evolved from its initial focus on the social intrapreneur's conceptual role in organisations (both for-profit and non-profit), to include how contextually the social intrapreneur inhabits organisations and what social intrapreneurs can achieve for both society and their host organisation.

Some authors have likened activities of social intrapreneurs to the fluidity and fusion of Jazz musicians (Grayson, McLaren and Spitzeck, 2014a, 2014b), the concept of social intrapreneur as having the diverse skills of a Bricoleur (Adams et al., 2012; Dacin, Dacin and Matear, 2010; Halme, Lindeman and Linna, 2012), activist CSR practitioners (Carrington, Zwick and Neville, 2018; Elkington, 2008b; Hemingway, 2019), ethically motivated managers (Hemingway, 2005; Hemingway and Maclagan, 2004; Kistruck and Beamish, 2010; Sharma and Good, 2013; Smith, Kistruck and Cannatelli, 2016) or institutional champions or activists of a social cause (Kisfalvi and Maguire, 2011) or tempered radicals (Meyerson, 2004; Sparks, 2005). This broad set of proxies for social intrapreneurs also leads to a divergent, rich and complex set of considerations of the identity of the social intrapreneur.

The mechanisms of individual-level social intrapreneurship action within organisations have recently entered the foreground of the debate. Calls to empirically study challenges and mitigations in a social intrapreneur role have been made (Alt and Geradts, 2019). In recent discourse, the immaturity and the fluidity around the definitions that inhabit the increasing debate on social innovators and social intrapreneurs have been reiterated (Alt and Geradts, 2019; Tracey and Stott, 2017).

Academic literature considers the social intrapreneur as the agent of social change, an agent of endogenous change or a combination of both. The social intrapreneur may also be considered as an organisational actor who creates innovations for more than stockholders and as an actor or activist bringing new conceptions (and disruptions) to institutions from the inside. With this diversity of views, the social intrapreneur placement in the extant literature is a challenge.

In attempting to position the social intrapreneur within extant literature, this section first considers the innovation and social innovation literature then examining actors within this literature. The section then considers the social intrapreneur with respect to social responsibility, and placement within theories of the firm. The section ends with considering the specific social intrapreneur literature and contemporary positioning of the social intrapreneur.

2.1.2 Innovation and social innovation literature

One literature that informs the activities of social intrapreneurs is that of innovation. Innovation can be considered a process and an output, and innovations can occur in many forms, including offerings, mechanisms, and methods (Michelini and Fiorentino, 2012). There are many forms of innovation, and the literature is far broader than the scope of this study, for example, Keeley et al. (2013) document 10 different forms of innovation. The innovation literature encompasses relevant topics such as the innovation processes (Bessant and Tidd, 2007), processes of traditional entrepreneurship (Bessant and Tidd, 2007; Dees and Lumpkin, 2005) and traditional intrapreneurship (Antoncic and Hisrich, 2001, 2003; Parker, 2011; Schröer and Schmitz, 2016; Thornberry and College, 2001), these all inform the role of the social intrapreneur.

There is a subset of the innovation literature on the specific form of innovation of interest, i.e. social innovation. Where social innovations are defined as:

"new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, social innovations are both good for society and enhance society's capacity to act" (Caulier-Grice et al., 2012: 18).

This social innovation literature discusses the process of how social innovations occur, and contributes to an understanding of the innovation sequence and process, of which social intrapreneurial change is part (Mulgan, 2006; Neill, Sohal and O'Neill, 1999). Several authors indicate the continuing lack of established paradigm of social innovation (Nicholls, 2010), limited theorising (Grimm et al., 2013) and no coalescence around standard definitions, measures, or agenda within social innovation research (van der Have and Rubalcaba, 2016; Nicholls and Ziegler, 2015). Furthermore, Tracey and Stott (2017) highlight the fluidity in the definitions of social agents. In the following sections, the social intrapreneur is positioned within these debates.

2.1.2.1 Formal to informal innovation within organisations

Innovation processes have been traditionally and formally structured as the responsibilities of the Research and Development teams (R&D) and Product Development teams (PD). Although these functions are vital in contemporary organisations, a new and full gamut of approaches of distributed innovation ranging from the formal to less formalised approaches (including ad hoc innovation), have been adopted to address the challenge of how large companies meaningful innovate in a volatile, uncertain, complex, and an ambiguous world (Engelhardt L., Mayer S., Krois C., 2019; Lakhani and Panetta, 2007).

Some corporations have institutionalised intrapreneurial practices by creating corporation-supported intrapreneurial initiatives. For example, Intuit (unstructured time) and Googles' 20% time (Robinson, 2018) and formalised

time for innovation of all employees or even intrapreneurs bootcamps (Belinfanti, 2015). Alternatively, Lockheed Martins' "Skunk Works", Shells' "Gamechangers" and Vodafone's "innovation labs" groups who are given a wide scope to develop innovative ideas; this organisationally endorsed encouragement to contribute to an ongoing culture of continuous innovation (Engelhardt L., Mayer S., Krois C., 2019).

Other approaches have been a semi-formal innovation process incorporating various aspects of open innovation or distributed innovation such as internal crowdsourcing, as a way to apply open innovation concepts within the bounds of an organisation. Open innovation legitimises employees' intrapreneurial mindset independent of their function and can contribute to a competitive advantage (Lakhani and Panetta, 2007; Pohlisch, 2020). These also provide companies with methods to overcome information silos. As examples, Barclays and Genentech sponsor internal competitions that invite employees to take intrapreneurial stances (Belinfanti, 2016). Salter, Criscuolo and Ter Wal (2014) consider open innovation challenges that extend beyond the organisational boundaries and the impact on individuals who already have some level of innovation legitimacy embodied in their role description (e.g. R&D professionals).

In addition to both the formalised and semi-formalised approaches, there are innovations enacted in organisations by non-sanctioned activities. These are labelled bootlegging (Criscuolo, Salter and Ter Wal, 2014; Globocnik and Salomo, 2015; Krueger and Buchwald, 2019; Sakhdari and Jalali Bidakhavidi, 2016), under the radar (Davis and White, 2015; Elkington, 2008a; Grayson, McLaren and Spitzeck, 2014b; Hines and Gold, 2015; Micelotta, Lounsbury and Greenwood, 2017; Onsongo and Walgenbach, 2015), stealth (Carrington, Zwick and Neville, 2018; Criscuolo, Salter and Ter Wal, 2014) and some forms of intrapreneurial bricolage (Halme, Lindeman and Linna, 2012). These activities typically involve concealment or partial concealment of usage of resources (including time, intellectual resources, equipment and material), idea

generation and even prototype evaluation. The concealment often avoids control or barriers from management that more formal innovations in the organisation experience. Sometimes innovations such as the 3M Post-it notes are considered a bootlegging success example; however, the formal allocation of free-time given to enable this innovation makes this more an example of semi-formal innovation (or permitted bootlegging).

Halme, Lindeman and Linna, (2012) extend the concept of entrepreneurial bricolage beyond the small enterprises to that of process within MNCs, discussing intrapreneurship as a process that individuals within organisations use to pursue new opportunities. Intrapreneurs go beyond conventional limitations and boundaries and take on additional risks that other employees would not be prepared to consider (Halme, Lindeman and Linna, 2012).

2.1.2.2 Actors within traditional innovation

Actors within innovation can be generally considered entrepreneurs, with the subset who reside in existing organisations being labelled intrapreneurs.

Entrepreneurs and entrepreneurship

Entrepreneurship is a broad label under which much innovation is placed (Shane and Venkataraman, 2000), and is based on the proposition that entrepreneurs perceive different value in resources or combinations of resources (Shane and Venkataraman, 2000).

Entrepreneurs are reformers and revolutionaries, as described by Schumpeter (Dees, 1998b). Entrepreneurship can be defined: as the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to resources (human and capital) or location of the entrepreneur in a new or existing company (Churchill, 1992: 586 from Antoncic and Antoncic, 2011). With these definitions, entrepreneurs are the superset and intrapreneurs, and corporate entrepreneurs are subsets.

Shane and Venkataraman (2000), modified the discourse of the entrepreneur to consider not only who and what the entrepreneur is, but to define what an entrepreneur does (actions). Their work suggests that the entrepreneur typically acts beyond equilibrium models (incremental enhancement of existing solutions). Instead, the entrepreneur exploits new means (methods) or new ends (outcomes), or both, in creating solutions (Eckhardt and Shane, 2003; Kirzner, 1997). The new means-ends vs existing frameworks being the differentiator between entrepreneurial and incremental innovation actions (Kirzner, 1997).

Intrapreneurs and intrapreneurship

The usage of entrepreneurship is increasingly associated with the setting of new organisations (Shane and Venkataraman, 2000), with intrapreneurship being more commonly used to describe entrepreneurial activity from within an existing organisation of any size (Antoncic, 2003; Antoncic and Hisrich, 2001). The first use of the term "intrapreneuring" is credited to Elizabeth and Gifford Pinchot (Pinchot, 1985). An intrapreneur is someone who has an entrepreneurial nature but aligns efforts within an existing organisation in lieu of enterprise creation (Buekens, 2014).

Most organisations may contain intrapreneurial activity including government organisations, NGOs and other non-profit activities, social enterprises (with dual business and social missions), hybrid organisations and for-profit organisations. This study focuses on for-profit organisations, i.e. organisations with a primary mission of profit, and more specifically multinational companies, within which intrapreneurship may also be known as corporate entrepreneurship (Antoncic and Antoncic, 2011). Intrapreneur and corporate entrepreneur labels are often used interchangeably.

There are strong similarities between intrapreneurial and entrepreneurial actors and activity. However, the "in an existing organisation" boundary of intrapreneurial action places constraints on the intrapreneur, requiring the use

of extant resources and capabilities (Urbano, Alvarez and Turró, 2013). Moreover, some traits and political skills will be specific to intrapreneurs, related to their need to operate in an existing organisation, rather than an entity of their formation (Buekens, 2014; Schröer and Schmitz, 2016), expanded in section 2.2.9.3. The concept and practice of intrapreneurship are viewed as beneficial for the revitalisation and performance of corporations, as well as for small and medium-sized enterprises (Antoncic and Hisrich, 2001). Intrapreneurship exists when the firm acts entrepreneurially in pursuing new opportunities; in contrast with existing opportunities (Antoncic, 2003) or as emergent or new ways of doing business compared to the customary way of doing business (Antoncic and Hisrich, 2003; Urbano, Alvarez and Turró, 2013). This view of intrapreneurship parallels the new ways or new ends definition of entrepreneurship (Eckhardt and Shane, 2003; Kirzner, 1997) since intrapreneurship is rooted in the same Schumpeterian innovation concept as entrepreneurship (Antoncic and Antoncic, 2011). As with entrepreneurship, intrapreneurial innovation can take the form of entering new businesses with existing products or services (business-venturing), or creating of new products or services, or reformulation of strategy or organisational change, or a shift to an innovative risk-taking and bold culture (intrapreneurial organisation) (Antoncic and Hisrich, 2001).

2.1.2.3 Social innovation

Within the field of innovation is the literature of social innovation. In its traditional sense, innovation is often associated with business, economic and technological innovation (Nicholls and Murdock, 2012). Unlike business innovations, which are driven by market and consumer needs, social innovations aspire to address unmet human and social needs (Lettice and Parekh, 2010). Social innovation is a field historically spanning socialism and social reform, including the nineteenth century's social business movements to the much more recent form of socio-technical innovation (Godin, 2015; McGowan and Westley, 2015).

Social innovation as a reaction to technological innovation is a product of the 20th and 21st centuries passion for economic growth fuelled by technological innovation and has moved to the foreground of social innovation research in recent decades, to both correct issues created by technological innovation and fill unmet social needs that often emerge from market-driven growth and innovation. These include climate change, rising global unemployment, an ageing global population and increasing global population with its demands on natural resources (Balamatsias, 2018; Geels and Schot, 2007; Saebi, Foss and Linder, 2019). Social Innovation, the outcome of social entrepreneurial, extrapreneurial and intrapreneurial activity (Tracey and Stott, 2017) is vital to "meet pressing unmet needs and improve people's lives" (Mulgan et al., 2006) and to redress both social and environmental impacts of economic development (Balamatsias, 2018; Geels, 2010; Geels and Schot, 2007; Michelini and Fiorentino, 2012; Mulgan, 2006; Peter O'Neill, 1999).

Governments and social enterprises can only partially meet these needs; hence, social agents in for-profit enterprises become of increasing importance. For-profit businesses have the potential to fill this gap of unmet social needs moving from "for-profit" to "more than profit" (Ridley-Duff, 2008), and creating social value alongside market value.

There is an alternative consideration of social innovation as a distinct wave of innovation, i.e. separate from socio-technological innovation (Howaldt, R and Schwarz, 2015) that may disrupt and reconfigure systems at a macro-level, changing norms traditions and institutional logics (Nicholls and Murdock, 2012), as such, having its own configuration of practices in social action (Howaldt, R and Schwarz, 2015).

Examples of domains in which social innovations may occur are broad and heterogeneous and include sustainability, environmental degradation, community, equality and ethical innovations. Further detail is given in Table 1.

Table 1 Potential dimensions of social innovation

Dimension of social innovation	Examples
Sustainability	circular economy, recycling, reuse, repurpose, recovery and capture of carbon emissions
Environmental	reduction in pollutants (solid, liquid, gaseous and others), restitution of ecosystems.
Community	education, engagement, enhancement, employment.
Equality	diversity and inclusion including gender, remuneration, ethnic, embracing marginalised individuals and populations and diversity of thought.
Ethical	giving back to the community, externality management, taxation, legal and appropriate behaviour.

(Derived from Balamatsias, 2018; Geels, 2010; Geels and Schot, 2007; Howaldt, R and Schwarz, 2015; Mulgan, 2006; Peter O'Neill, 1999; Tracey and Stott, 2017)

Faced with a broad range of social innovation dimensions, detailed in Table 1, and a continuum of on which technological innovation may provide social benefit and conversely social innovation may encompass technical innovations; the term social innovation remains ill-defined (Howaldt and Schwarz, 2017; Murray, Mulgan and Caulier-grice, 2008; Phillips et al., 2015; Schmitz, 2015; Tracey and Stott, 2017).

There are multiple perspectives on social innovation (both as an action or an output), institutional change, product or process innovation, or human-centred activity. The relevant body of knowledge in the social innovation field is catalogued according to the various research foci and orientations: The context orientated literature considers the role of national innovation systems and political/policy implications for social innovation at a national/global economic level. This literature base is focused primarily on institutional level research questions and discusses social innovation as an institutional driver for sustainable business. The market-oriented social innovation literature discusses the development and delivery of market (product and service) offerings regarding their social and environmental responsibility/sustainability in

a global economic setting. This literature base is primarily focused on understanding the research phenomenon at an 'organisational-level'. The process-oriented literature discusses social innovation as a human-centred activity and considers the innovation process's collective nature and enabling factors such as human agency. This literature primarily embodies research interests at an 'individual-level'. This research focuses the unit of analysis at the 'individual' level and the human-centred processes, distinct from other literature that have concentrated at institutional and organisational levels.

The field of social innovation itself is continuously evolving with many concepts and theories being contested, resulting in there being no consistent or coherent concept of social innovation grounded in social theory (Howaldt, R and Schwarz, 2015), with conceptual ambiguity, definitional fuzziness, and operational difficulties (Periac, David and Roberson, 2018). This study will use the definition of social innovation from Caulier-Grice et al., (2012: 18) given early in section 2.1.1 and this consistent shorter definition:

"a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions."

(Deiglmeier, Miller and Phillips, 2008:36)

Utilising these definitions and the gamut of social innovations in shown Table 1, this study's social innovations of interest remain broad and heterogenous intentionally.

Social innovation is under-researched compared to business and technological innovation, and much of the research has focused on smaller social enterprises (Phillips et al., 2015). However, social innovations can emerge from for-profit corporations either through practices associated with innovative approaches to CSR, sometimes called Corporate Social Innovation and social intrapreneurship that aim to address social problems whilst delivering economic value (Carberry et al., 2019; Herrera, 2015; Kanter, 1999; Mirvis et al., 2016).

2.1.2.4 Organisational forms of social innovation

As discussed in the section above, the types of engagement in social innovation are broad and organisational forms in which social innovation takes place are similarly diverse.

The social enterprise is the organisation form that results from the outcome of social entrepreneurship. Organisational studies of social entrepreneurship have been predominantly focused on social enterprises' formations (Dacin, Dacin and Matear, 2010; Dees, 2012; Diochon and Anderson, 2010; Dion, 2012; Smith and Woodworth, 2012). Although much social innovation research has focused on establishing social enterprises by social entrepreneurs, social innovation may occur in other organisational forms.

"Not all innovations come from new organisations. Many come from existing organisations learning to renew themselves"

(Mulgan et al., 2007: 16)

Existing organisations, both for-profit and non-profit, were formed and fulfil different primary purposes other than social innovation (Schmitz and Scheuerle, 2012; Seelos and Mair, 2012) and have been less studied than social enterprise (Schmitz and Scheuerle, 2012; Sonenshein, 2016). In the case of existing for-profit organisations there has been more focus on smaller organisations however larger corporations are increasingly pressured by stakeholders (society, communities, leaders) to deliver positive social impact (Belinfanti, 2015; Grayson, McLaren and Spitzeck, 2011; Tracey and Stott, 2017). There are calls to focus less on the external pressures and more on the social change agents within these corporations (Alt and Geradts, 2019; Sonenshein, 2016).

An alternative organisational form is the hybrid organisation (a social mission organisation and a for-profit organisation operating in a symbiotic relationship). These hybrid organisational forms are often challenged by including divergent

field logics at an organisational level (Hai and Daft, 2016; Haigh et al., 2015; Jay, 2013; Kennedy et al., 2015; Santos et al., 2015). This divergence of logics in hybrid organisational forms may offer insights into the social intrapreneur challenges with plural field logics.

2.1.2.5 Social innovators

The unit of analysis in social innovation research has mostly focused on the organisation (context) or innovation (outcomes) (Schröer and Schmitz, 2016). The literature on social innovation little describing the social innovator, instead emphasising the importance of the social innovations and resources required (Mulgan et al., 2006; Nicholls and Murdock, 2012). Within social innovation, there are three primary categories of actors creating social change, social entrepreneurs, social extrapreneurs and social intrapreneurs (Tracey and Stott, 2017). This section discusses each of these categories of actors with specific emphasis on the social intrapreneurs and variants of the naming on social intrapreneurs.

Existing social actor literature has most frequently been focused on the social entrepreneur. Social entrepreneurs enable social innovation by creating socially-oriented enterprises (for-profit or not-for-profit) and exogenous social change (Dacin, Dacin and Matear, 2010; Zahra et al., 2009). The social entrepreneur's role has been to create social innovation and change both in public and private spheres, typically through the creation of a social enterprise, e.g. Dr Muhammad Yunus and the Grameen bank (Dees, 2012; Sud, VanSandt and Baugous, 2009).

Similar to entrepreneurs who enact reformation and radical change in business missions in Schumpeterian form, social entrepreneurs enact social missions (Dees, 2006). Social entrepreneurship is defined broadly in some cases and narrowly in others; thus, the literature has not yet achieved a consensus (Michelini and Fiorentino, 2012). This breadth results in many definitions; Dacin, Dacin and Matear (2010) document 37 variants and Zahra et al. (2009)

20 variants, one of which is: "Social entrepreneurs are one species in the genus entrepreneur. They are entrepreneurs with a social mission" (Dees, 2006).

The second category of the social actor is social extrapreneurs, which describes social actors who create social innovation outside the boundaries and between organisations to amplify the organisations social impact, e.g. hybrid organisations and cross-sector collaboration (Clay, 2013; Rooijen, 2017; Tracey and Stott, 2017). Social extrapreneurs can be present in both for-profit and not-for-profit organisations, working between and creating networks of government, NGOs, social enterprises, SME, and MNC organisations, to deliver social impact.

However, both the above actor groups of great interest in the social innovation space, social entrepreneurs and social extrapreneurs are not the nexus of this study. The third category of social intrapreneurs who facilitate innovations within existing enterprises (both public and private) is the focus of this study, due to their potential to have existing organisations deliver on unmet social needs.

Social intrapreneurs

The social intrapreneur concept emerged in the literature around 2005 (Hemingway, 2005; Mair and Martí, 2006). Since its emergence, descriptors of social intrapreneurs remain fluid, and definitional debates continue (Alt and Geradts, 2019; Tracey and Stott, 2017). An example of this fluidity is the terminology for social change agents within existing organisations; this remains divided between many forms in the literature. These are the social intrapreneur, the corporate social entrepreneur, and a third less frequent form, the corporate social intrapreneur. In unpacking these labels, it is proposed that these actors' intent appears to be defined similarly (and mostly interchangeably and indistinguishably) to create social and economic solutions within the context of an existing organisation. This heterogeneity of terms is apparent in both

academic and practitioner descriptions of endogenous agents of social innovation.

The first label is that of Corporate Social Entrepreneurs (CSE). CSE describes agents creating endogenous change in existing organisations, whose primary mission is not social. They create both social and economic solutions. The CSE label is utilised in both academic and practitioner literature, to describe social innovators within organisations (Austin and Reficco, 2009; Dacin, Dacin and Tracey, 2011; Feraru, 2018; Hemingway, 2005; Hemingway and Maclagan, 2004; Spitzeck et al., 2013; Zhang and Zhang, 2016). A representative definition of a CSE is:

"the individual who operates within the corporation in a socially entrepreneurial manner and is motivated by a social, as opposed to other agenda" (Hemingway, 2005: 238).

The second label social intrapreneur is frequently utilised in both academic (Alt and Craig, 2016; Brenneke and Spitzeck, 2010; Carrington, Zwick and Neville, 2018; Davis and White, 2015; Halme, Lindeman and Linna, 2012; Kistruck and Beamish, 2010; Schmitz and Scheuerle, 2012; Tracey and Stott, 2017), and practitioner literature (Elkington, 2008a; Elkington and Love, 2012; Ellis, 2011; Grayson, McLaren and Spitzeck, 2011, 2014a; Jenkins, 2018). A representative definition of a social intrapreneurship:

"Discretionary and informal employee lead process of identification and exploitation of entrepreneurial opportunities that address social or environmental challenges while contributing to the objectives of established organisations."

(Alt and Geradts, 2019).

The third label that of corporate social intrapreneurs (CSI), is a lesser utilised but alternative construction for the same endogenous social actor activity, again utilised in academic and practitioner discourse (Aspen Institute, 2019b;

Austin and Reficco, 2009; Dacin, Dacin and Tracey, 2011; Mirvis and Googins, 2018; Peter O'Neill et al., 1999; Sand, 2011). The academic literature does not explicitly provide a CSI definition contrasting with those of social intrapreneurs or CSEs, except for Schroerer (2016) uses CSI to delineate the sub-set of social intrapreneurs who inhabit corporations. More specifically, Austin and Reficco (2009) describe a CSI as a champion, good communicator, creator, catalyst, contributor, coordinator and calculator. A more practitioner definition is offered:

"Corporate social intrapreneurs are entrepreneurial within an institutional context. They see opportunities for creating dual value that others do not. They are proactive. They may have the support of management for the change they seek to make, but they imagine new possibilities within or beyond their assigned responsibilities. They make decisions that reflect discretionary action. Often, they take the risk of challenging established norms and practices as they seek to achieve change that delivers dual value, and they face uncertainty because they can't anticipate the consequences of their actions".

(McGaw and Malinsky, 2020)

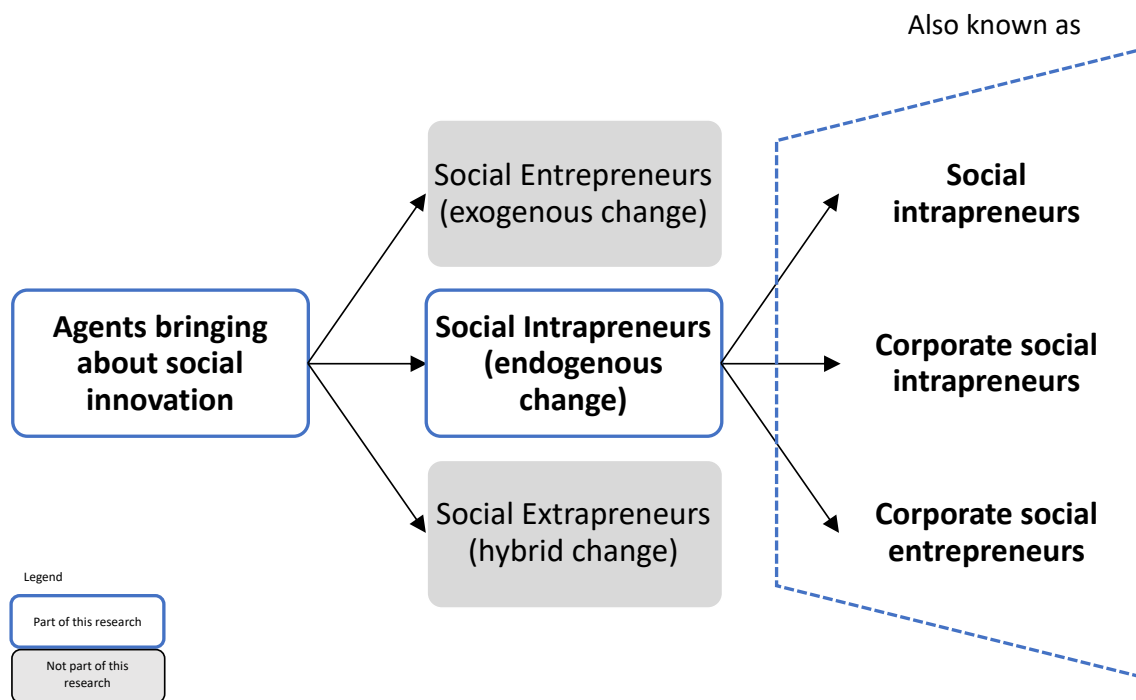
A review of the academic and practitioner literature implies these terms are used interchangeably to describe the phenomenon of an actor engaged in social innovation within an existing organisation. Interchangeability of labels parallels the literature on conventional intrapreneurship, with the terms intrapreneur and corporate entrepreneurs being used interchangeably (Antoncic and Hisrich, 2001; Brunåker and Kurvinen, 2006; Chang, 2000; Donald et al., 2004; Harmina, Dumicic and Cingula, 2014; Kuratko, Montagno and Hornsby, 1990; Thornberry and College, 2001; Zimmerman, 2010).

There is one recent attempt to attach different connotations to CSE and social intrapreneur which is non-conclusive (Hadad and Cantaragiu, 2017), and inconsistent with cases in the social intrapreneurship literature where the forms, CSE, CSI and social intrapreneur, are used interchangeably (Austin and Reficco, 2009; Feraru, 2018; Mirvis and Googins, 2018; Spitzeck et al., 2013).

The usage in both practitioner and academic literature of social intrapreneur and CSE definitions appears to be used with similar frequency and the term CSI a little less so. A more detailed analysis of these terms' usage is given in Appendix H.

Within this research, the actors or agents of the process of social innovation within an existing organisation will be referred to as social intrapreneurs. Figure 1 illustrates the primary actors of interest in this study.

Figure 1 Labelling of social actors



Source: This study modified from (Tracey and Stott, 2017),

2.1.2.6 Activists, radicals and social intrapreneurs

Considering social change agents, the social intrapreneur can be informed more broadly ¹ by considering parts of the social activist literature. Social

¹ The author acknowledges a great debt to Dr. C. Hemingway, and Prof. S. Vinnicombe for insights on the relevance of the activist literature.

activism is an intentional action with the goal of bringing about social change. Social activists (individuals, movements or organisations) traditionally targeted government policies but more recently have increasingly included companies in their calls for social and environmental actions (Davis and White, 2015).

Much of the activist literature considers change agents who reside external to the targeted entities, external activists; where activists or NGOs try to push organisations to conform to social standards (environmental or social), and there are no public policy vehicles to enable this change (Breitinger and Bonardi, 2016). Such external social activism when targeted at companies often takes the form of boycotts, and strategic anti-corporate campaigns to impact brand image impacting financial performance or impact shareholder value, to leverage compliance with activist demands (Baron and Diermeier, 2007; Breitinger and Bonardi, 2016; Carberry et al., 2019; King and Soule, 2007). In turn, these actions can produce new regulatory, normative, and cultural pressures on firms to engage in social innovation (Carberry et al., 2019). Their understanding and access, limit the effectiveness of the external activist to the target organisation (Carberry et al., 2019) and success is often limited to creating conditions for social innovation; however, the implementation of new practices are often led from within the corporations (Schröer and Schmitz, 2016). Organisations may attempt to repair their damaged image with pro-social statements (Soule, 2018) which sometimes are construed as "greenwashing". Greenwashing is typically communications to present a pro-social or a pro-environmental image (Waldron, Navis and Fisher, 2012; van Zanten and van Tulder, 2018). Recently the distinction between 'inside' and 'outside' activism and organisational politics may be blurring, when looking at employee environmental activism (Christensen, Morsing and Thyssen, 2013; Hemingway, 2019; Skoglund and Böhm, 2020; Sonenshein, 2016).

Internal activists (individuals, collectives, movements) residing in the organisations and with the goal of creating social change, have been described by various labels, internal activists both overt and covert (Carrington, Zwick and

Neville, 2018; Davis and White, 2015; Hemingway, 2005; Skoglund and Böhm, 2020), (tempered) radicals (Meyerson, 2004; Meyerson and Scully, 1995), grass-roots activists (Scully and Segal, 2002), political activists (Scully and Segal, 2002) and "green insiders" (Hysing and Olsson, 2018).

Ollis (2008, 2011) differentiates between two forms of activists, lifelong and circumstantial. The lifelong are those activists who have maintained a commitment to social and political activism over a long period of time, motivated or activated in part by social, moral and ethical beliefs and values (Carrington, Zwick and Neville, 2018; Hemingway, 2005). The circumstantial activists are those activists who have come to activism because of a series of life circumstances or connection to their organisation (Carrington, Zwick and Neville, 2018; Davis and White, 2015; Hemingway and Starkey, 2018; Ollis, 2008).

In both public (Hysing and Olsson, 2018) and business (Carrington, Zwick and Neville, 2018; Davis and White, 2015; Skoglund and Böhm, 2020) organisations, activists challenge power relations (Carrington, Zwick and Neville, 2018; Scully and Segal, 2002). Furthermore, within for-profit organisations' they also challenge the constraints of extant missions, structures and processes (Scully and Segal, 2002).

Similarities exist between internal activist and social intrapreneurs. Social intrapreneurs and internal activists focus on the context and timing of initiatives in their organisations. Both framing ideas appropriate to the audience (Alt and Craig, 2016; Carrington, Zwick and Neville, 2018; Scully and Segal, 2002), both are challenging while co-operating (Carrington, Zwick and Neville, 2018; Hysing and Olsson, 2018), building alliances (Davis and White, 2015), while employing collective efforts to sustain social innovations (Scully and Segal, 2002). Often operating without the benefit of formal institutional authority in their quest to create what they perceive to be positive change (Davis and White, 2015;

Meyerson and Scully, 1995; Scully and Segal, 2002). This final point may be likened to the traditional intrapreneur acting through bootlegging.

Carrington, Zwick and Neville (2019) use the terms 'social intrapreneurs' and 'activists' interchangeably. Furthermore, in their study on social intrapreneurs, some participants (activist-CSR managers) utilised the term activists to describe their approaches (Carrington, Zwick and Neville, 2018). Similarly, in their work on corporate activists (Davis and White, 2015) indicate similarities (and some differences) between corporate activists and social intrapreneurs.

While internal social activists and social intrapreneurs have much in common, they also exhibit some differences. Social activists' campaign for social change around an issue with allies and movements. In contrast, social intrapreneurs create change within their organisations by aligning their social cause with the company's core business objectives (Davis and White, 2015). In contrast to internal activists, social intrapreneurs may engage small battles, operating below the radar and avoiding being labelled 'rebels.' They are not always heroic leaders; instead, they are committed catalysts that slowly make a difference. (Davis and White, 2015; Meyerson, 2004). The difference between activist and intrapreneur becomes blurred when describing tempered radicals. They are defined as committed to their organisations and are simultaneously committed to a cause. Their cause can be different from, and possibly at odds with, their organisation's dominant culture (Meyerson and Scully, 1995), similar to the social intrapreneur in a for-profit context. This positioning highlights the paradoxical situation of social intrapreneurs and tempered radicals alike.

In summary, activism informs the role of the social intrapreneur in three possible ways. External activism through external pressure potentially presents opportunities (in terms of legitimacy and license to operate, brand image) for social intrapreneurs to enact social in companies (Davis and White, 2015). Secondly, understanding the learnings and processes activists employ (Ollis, 2008) may give insights into social intrapreneurial action in corporations. These

include similarities of social intrapreneurs and activists acting with agency, purpose, reflection, and they operate with a commitment to social change may lead to better understanding (Carberry et al., 2019; Carrington, Zwick and Neville, 2018; Davis and White, 2015; Hemingway, 2019; Ollis, 2008, 2011). Finally, the descriptions of internal social activism related to the selection and gaining the support of initiatives by organisations through framing, building business cases and risk to careers as a result of deviating from the organisations core mission, parallel descriptions of social intrapreneurs (Carrington, Zwick and Neville, 2018; Davis and White, 2015).

2.1.2.7 Constraints and enablements

The concepts of constraints and enablements have been utilised in considering entrepreneurial opportunities, innovation and creativity. Discussions of constraints² appear in multiple kinds of literature including the innovation literature (Acar, Tarakci and van Knippenberg, 2019; Ries, 2011; Scopelliti et al., 2014; Vogelgsang, 2020) and the literature on entrepreneurial opportunities (Agrawal, 2018; Bhatt and Altinay, 2013; Panda and Dash, 2014); however less so in discussing social intrapreneurs.

Within the innovation and creativity literature, activities are frequently bounded by constraints such as rules and regulations, deadlines, and scarce resources. (Acar, Tarakci and van Knippenberg, 2019). Research has frequently focused on specific constraints and their associated responses or mediations, leading to fragmented and often contradictory findings (Acar, Tarakci and van Knippenberg, 2019; Vogelgsang, 2020). Organising constraints within more traditional innovation scenarios Acar, Tarakci and van Knippenberg (2019), propose three stages of constraints input (e.g. resources), process (e.g. formal innovation processes), output (e.g. regulations) mediated by three mechanisms motivational (e.g. risk-taking), cognitive (e.g. opportunity identification) and social routes (e.g. interactions and networks). Miron-Spektor et al. (2018),

² *The author acknowledges a great debt to Dr. C. Hemingway, and Prof. S. Vinnicombe for insights on the relevance of literature related to enablements and constraints*

define input constraints such as resource scarcity (i.e., limited time and funding) as sources of individual-level tensions in their empirical findings for a large US company.

Constraints are often considered unfavourable for innovation and creativity (Acar, Tarakci and van Knippenberg, 2019), with management scholars often advising balancing constraint and freedom, while predominantly highlighting the inhibiting aspects of constraints (Vogelgsang, 2020). Others describe that tensions may intensify under resource scarcity conditions (Miron-Spektor et al., 2018).

In contrast to the unfavourable impact of constraints, extant research has shown that constraints may catalyse creativity. Input constraints alter individuals' cognitive search strategies (Scopelliti et al., 2014), that constraint may improve creative output (Ries, 2011), and input, process and output constraints may encourage or act as an enabler of creativity (Acar, Tarakci and van Knippenberg, 2019). Based on a study of four pharmaceutical development cases, collective creativity is shown as enabled by constraints from two distinct sources, namely restraint and contingency (Vogelgsang, 2020). For example, the constraint of regulation may encourage innovation to meet the business need whilst meeting the regulatory constraint, potentially providing both endogenous and exogenous entrepreneurial opportunities (Sine and David, 2003). Further constraint sources alternate along the development trajectory; while constraints can enable collective creativity, phases of constraint evolution and moderation are necessary for effective development processes (Vogelgsang, 2020).

The literature proposes an inverted U-shaped relationship between input, process and output constraints and innovation (Acar, Tarakci and van Knippenberg, 2019), indicating that some constraint level but not too much may act to enable and enhance innovation (Medeiros, Partlow and Mumford, 2014). Time and funding constraints, for example, have indicated ambiguous findings

relative to job performance, with some indicating a decrease in performance and others an increase (Miron-Spektor et al., 2018). Therefore it appears constraints can act as enablements in some cases; this view is further echoed in the practitioner literature (May, 2013). Although frequently limited to traditional innovation within organisational processes boundaries, these pieces of literature consider the interplay of constraints and enablements. Acar, Tarakci and van Knippenberg (2019) call for further research into constraints in broader fields and to consider multiple constraints and mediations within a single study, and how they might interact.

The treatment of constraints and enablements maybe extend to the institutional perspective. The institutional environment has opportunities for exploitation by entrepreneurs (Eckhardt and Shane, 2003), whilst simultaneously constraining entrepreneurial action (Bruce and von Staden, 2017; Radosevic, 2010; Schmid, 2004). Schmid (2004:1) considers that institutions, as collections of human relationships, provide both constraints and enablements (entrepreneurial opportunities) which are actor dependent. For example, regulations (discussed above as output constraints) may constrain one actor but at the same time provide enablements (opportunities for exploitation) for another (Radosevic, 2010: 56). Radosevic (2010: 62) refers to institutional opportunities as promoting entrepreneurs or innovation, through institutional structuring between actors. Market opportunities and entrepreneurial action are embedded in a web of values, norms, beliefs, traditions, formal and informal relations (Schwinge, 2015). The catalysing nature and enablements that inadequacies in institutional norms and processes and their reproduction (i.e. constraints) provide (Englund and Gerdin, 2018), are discussed further in section 2.2.10, on embedded agency and more specifically the GIAMER model.

2.1.3 Neo-Institutional theory

Institutional theory (rules, norms, and routines of social structure) offers an alternative lens to analyse social innovation and social actors. The field of neo-institutional theory and the enabling and constraining effects of rules, norms,

and routines on individuals' groups and organisations actions potentially informs the study of social intrapreneurs. Three interwoven discourses: institutional entrepreneurship, the paradox of embedded agency and plural institutional logics are considered below as contributors to this understanding.

Institutional entrepreneurship, located at the confluence of institutional theory and entrepreneurship, offers some explanatory value in understanding social intrapreneurs (Tracey, Phillips and Jarvis, 2011; Westley et al., 2013). More specifically discourse on the paradox of embedded agency, e.g. how embedded agents enact change in their institutional context (Boxenbaum, 2014; Garud, Hardy and Maguire, 2007; Greenwood and Suddaby, 2006).

Additionally works on competing institutional logics (Battilana and Dorado, 2010; Besharov and Smith, 2014; Jay, 2013) and their resulting performing paradoxes (Jay, 2013; Tracey, Phillips and Jarvis, 2011) shed some light on the conflictions of business and social logics that social intrapreneurs need to mediate.

All contribute to a rich understanding of change within an institutional context, by institutional actors. Neo-institutional literature has been critiqued for offering overbroad perspectives on elements beyond its institutional foundations (Alvesson, Hallett and Spicer, 2019; Alvesson and Spicer, 2019). However, for this study, it is still considered to inform the social intrapreneur's role. This linkage to social actors is not new. Extant literature has proposed links between social entrepreneurship and institutional entrepreneurship (Battilana, Leca and Boxenbaum, 2009; Boxenbaum, 2014; Dacin, Dacin and Matear, 2010; Grimes et al., 2012; Mair and Martí, 2006; Smith et al., 2013) and less frequently between institutional entrepreneurship and social intrapreneurs (Kistruck and Beamish, 2010; Sharma and Good, 2013).

2.1.4 Corporate social responsibility

A literature field that informs the social intrapreneur's role is Social Responsibility (SR) and its more specific element of Corporate Social Responsibility (CSR). CSR can be considered a mechanism by which a corporation establishes a link with society beyond its business interests by creating a tangible benefit in society and beneficial relationships with different stakeholders. These components present CSR's opportunity to become a source of social innovation or a source of Corporate Social Innovation (Portales, 2019). Importantly, Austin and Reficco (2009) clarify that social intrapreneurship and CSR are not synonymous. Social intrapreneurship should not be considered another form of CSR, although social intrapreneurship can enhance or innovate CSR programs (Austin and Reficco, 2009).

Social responsibility (and CSR) is not a new concept, and academic literature of the idea dates to at least the 1950s (Crane et al., 2009). Despite its longevity, CSR remains a contested concept (Matten and Moon, 2020), for example, Crane et al. (2009) contrast two often used conflicting models; Friedman (1970: 125) contends that 'the social responsibility of the firm is to increase its profits', in comparison with Carroll, (1979, 1999) and Davis (1973) who argue that CSR requires 'consideration of issues beyond the narrow economic, technical, and legal requirements of the firm' (Davis, 1973: 312). This debate is considered further in section 2.1.5.

There are many perspectives on contemporary CSR, multi-dimensional, multi-layered and multi-textual (Dahlsrud, 2008; Heath and Waymer, 2017; McWilliams and Siegel, 2001). CSR's many facets span a broad range of stakeholders including shareholder, community and public activism, governments, NGOs and movements, managers and employees. This includes, with employees and managers alike, confusions between personal and business values in the pursuit of CSR (Crane et al., 2009). To position social intrapreneurs within CSR consideration is given to the CSR's evolution, the following section provides a brief review of CSR's early, normative and more recent corporate social innovation aspects. Where possible the role of the

social intrapreneur and social intrapreneurship is placed within this context of CSR.

Early CSR was a radical departure from the Friedman (1970) assertion that engaging in CSR creates a conflict between managers and shareholders' interests and those engaging in CSR. Friedman (1970) asserted that CSR agents use it to execute their own agendas at the expense of principals (shareholders or owners). Furthermore, early CSR was quite frequently discredited, written off, marginalised, and practised in an ad-hoc manner; early CSR practitioners were considered radicals in the context of agency theory or trailblazers in the context of stakeholder approaches (Crane et al., 2009; Hemingway, 2019). Early CSR could be described as entrepreneurial, enabling either new means or new ends (Shane and Venkataraman, 2000) of social action from the actions.

Organisations acting as socially responsible entities was positioned as one of four responsibilities (economic, legal, ethical, and discretionary) of business performance in society (Carroll, 1979, 1991); implying organisations should exceed the economic, legal and ethical minimums and contributing more to society in a discretionary manner. An unfavourable outcome of considering CSR as discretionary (Carroll, 1999) within business practices distorts the emphasis of social responsibility in CSR practice (Lee, 2008). This discretion may result in social problems being neglected, as not on corporations' strategic goals (Lee, 2008).

Academically and in business practice (standards, auditors, and certificates) CSR has become increasingly institutionalised (Crane et al., 2009) and commodified (Ghadiri, Gond and Brès, 2015). CSR has exhibited shifts from being initially constrained by the agency of activists (Heath and Waymer, 2017), to a more institutionalised form in both society and within MNCs (Bondy, Moon and Matten, 2012), shaped by reputation management and the management of risk to the organisation (Hemingway, 2019).

CSR activities to meet the legal and regulatory minimum on social and environmental criteria are often an expected part of business and business costs (Porter, Kramer and Zadek, 2007), and agents (CSR professionals) linked with the principals' ability to execute successful business strategies. CSR has thus emerged in a normative role in organisations activities; with stakeholders using CSR standards to evaluate granting resources, legitimacy and license to operate to organisations (Carroll, 1991; Heath and Waymer, 2017). Many CSR actors have transformed from activists and rogue agents to perform an essential service for the organisation, creating a license to operate (Adams et al., 2012; Porter, Kramer and Zadek, 2007; Seebode, Jeanrenaud and Bessant, 2012).

Organisations can engage in CSR at multiple levels (McWilliams and Siegel, 2001). Examples include engaging through vision, mission, market focus, employee focus, supply chain, environmental activities, community and stakeholder engagement (Lee, 2008), also engaging as political actors as a result of CSR addressing public issues (Scherer et al., 2016). While some corporations employ a model where CSR initiatives are distinct from the organisations business, others have moved to integrated-CSR, where the CSR initiatives are an extension of the core business model (Belinfanti, 2015).

Heath and Waymer (2017) and Mirvis et al. (2016) consider normative CSR in two forms: the reactionary (meeting standards) and the proactive (incrementally going beyond the minimum) natures of CSR. CSR's historical transformation is from early CSR as discretionary or in response to external pressure, to the more recent more normative CSR, which is often strategic when it yields business-related benefits to the firm, particularly by supporting core business activities (Crane et al., 2014).

The reactionary levels may be either doing the minimum or creating the appearance of being legitimate practitioners. This reactionary level can

sometimes be merely participating in CSR gesturing (Phillips et al., 2015) or a smoke-screen (Carrington, Zwick and Neville, 2018) or Greenwashing (Adams et al., 2012; Heath and Waymer, 2017; Lee and Jay, 2015). For example, MNCs increasingly focus on strategic forms of CSR activity marginalising local societal issues (Bondy and Starkey, 2014), and emphasising activity supporting traditional business goals (Bondy, Moon and Matten, 2012). Proactive programs may incrementally extend beyond legal and regulatory minimums but remain within the legitimised remit for CSR (McWilliams and Siegel, 2001), e.g. extending diversity programs beyond legally mandated groups.

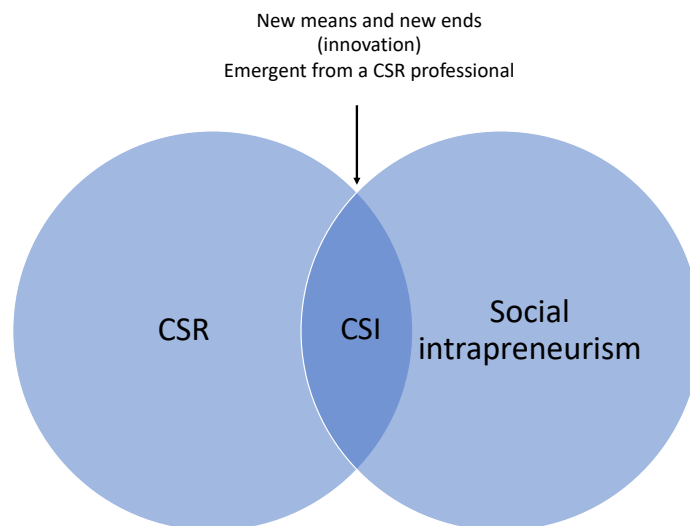
Some extant literature describes that social innovation exceeds the scope of traditional CSR work in its potential to deliver value to the enterprise, shareholder and stakeholders (Hadad and Cantaragiu, 2017; Mirvis et al., 2016; Phillips et al., 2015). This implication is coupled with the perception of slow or stalled progress on social innovations within normative CSR (Carrington, Zwick and Neville, 2018; Heath and Waymer, 2017; Phillips et al., 2015), and has resulted in an increased focus on the value generation of social innovation. Suggestions that more creative social innovations may result from enabling social intrapreneurial behaviours within the company (Grayson, McLaren and Spitzbeck, 2011; Mirvis et al., 2016) have triggered interest in corporate social innovation.

Corporate social innovation in contrast to CSR results from agents acting beyond normative CSR roles, being explicit and active agents (Hemingway, 2019), creating social innovation (Caroli et al., 2018; Jali, Abas and Ariffin, 2017; Kanter, 1999; Mirvis et al., 2016), utilising either new means or new ends or both (Kirzner, 1997; Shane and Venkataraman, 2000), i.e. innovation, to create increased social impact (Caroli et al., 2018). Proactive CSR practitioners (Heath and Waymer, 2017; Hemingway, 2019; Jali, Abas and Ariffin, 2017; Mirvis et al., 2016), social intrapreneurs (Grayson, 2018; Mirvis and Googins, 2018), and inside activists (Carberry et al., 2019; Carrington, Zwick and Neville, 2018), contribute a perspective that social action should continuously increase

the level of social responsibility in organisational performance (Heath and Waymer, 2017). This creates an interesting overlap between CSR professionals and social intrapreneurs, as illustrated in Figure 2.

CSR can present opportunities for competitive advantage, rather than a diversion of resources, with social intrapreneurs acting to accelerate CSR efforts (Austin and Reficco, 2009; Zhang and Zhang, 2016) through corporate social innovation initiatives and CSR innovation (Kanter, 1999; Michelini and Fiorentino, 2012; Mirvis et al., 2016). The linkage of the "Win-Win" of enhancing profitability and positive social impact is debated within many reviews of the potential for both CSR successes in conjunction with an improvement in financial performance (Carroll and Shabana, 2010; McWilliams and Siegel, 2001; Orlitzky, 2005; Phillips et al., 2015). Although Tarabella and Burchi (2013) consider the nature of simultaneous benefits remain ambiguous, and the true nature of shared value is questioned (Crane et al., 2014).

Figure 2 Linkages between social intrapreneurs, CSR and corporate social innovation



In summary, CSR has evolved from an initial radical business approach in organisations to a more normalised corporate role. Today it can be positioned

as both reactionary and proactive within corporations. Although CSR professionals are employed to execute, maintain and increase corporate social performance (McWilliams and Siegel, 2001; Rampling, 2012), a subset of these professionals implement real social innovations (new ends and new means) with or without the support of their host organisation (Hemingway, 2019). This voluntary extension of the role could be considered akin to the behaviour of social intrapreneurs.

2.1.5 Organisational theory

Since social intrapreneur, by their definition inhabitant of existing enterprises, it is unsurprising that both organisational and institutional theories contribute to understanding these agents. The social intrapreneur in for-profit organisations is positioned in an interesting position relative to agency theory and stakeholder theory in organisational and institutional literature. In this section, agency theory and stakeholder theory, are considered along with some important challenges and confusions of these theories relative to the social intrapreneur.

Two contrasting approaches to a corporation's purpose are to maximise shareholder wealth, the principal-agent view alternatively a broader social purpose perspective that fulfils stakeholders' needs, the stakeholder view (Belinfanti, 2015). Agency theory (originally from organisational economics) focusses on motivations of principals and agents, in contrast with stakeholder perspectives of the firm (emergent from organisational behaviour, organisation theory and strategy), which takes a multiple stakeholder and sometimes the ethically-centred view of the enterprise (Shankman, 1999). Social action, including social intrapreneurship, can be considered in the context of these theories within corporations.

2.1.5.1 Agency theory

Agency theory (also called the principal-agent approach) originates in economics but is utilised widely in organisational studies (Nicholls and Ziegler,

2015). Agency theory typically presents an economic view of risk-sharing between two parties, principals and agents (Jensen and Meckling, 1976). Agency theory, emerged from Jensen and Meckling (1976) work on the theory of the firm, building on Coases (1937) earlier work on contractual and transactional relationships in understanding the 'nature of the firm'. Agency theory centres on the expectation that the agent creates value on behalf of the principals (Shapiro, 2005). However, ownership (principals) expectations and agents actions and decisions may not be entirely coincident (Rampling, 2012). These conflicts of interest often reduce direct value for the principal. The theory considers the potential for diverging interests between principals and agents of actors due to information asymmetry, miscommunication and conflict of interests (Fried and Bebchuk, 2004; Shapiro, 2005).

When the principal-agent relationship is initiated, the agency costs are clear to the principal. However, when the agent takes an action counter to the agreement, the principal perceives that they have assumed more risks (Nicholls and Ziegler, 2015). This principal-agent problem, or agency dilemma, exists in circumstances where agents are motivated to act in their own best interests, contrary to those of the principals. These conflicts in interests can be between shareholders and socially intrapreneurial actors in a for-profit enterprise, where a social intrapreneur may utilise the company's resources for not-for-profit (social) outcomes.

Agency theory suggests limiting divergences between principals and agents by establishing incentives, positive and punitive, for the agent. These may take the form of compensation policies to discourage self-interested behaviour by managers (and others) and encourage behaviour in the principal's interest (Eisenhardt, 1989a). However, these incentives to limit the agent's disparate activities incur monitoring costs (Bendickson et al., 2016; Rampling, 2012; Shapiro, 2005). Policies to limit the divergence of the agents (social in the case of this study) can be considered constraints on the agency.

Friedman, (1970, 2007) considered CSR an example of conflict of interest, claiming that the only responsibility businesses have, is to use resources to increase profits (previously discussed in section 2.1.4). Profit as the goal of the business is further reiterated by Jensen and Meckling (1983) arguing that corporations only responsibility was to shareholder value generation (Cimpoieru and Munteanu, 2015; McWilliams and Siegel, 2001). According to this view, resources devoted to CSR would be more wisely spent, from a social perspective, on increasing firm efficiency (McWilliams and Siegel, 2001). These conflicts pervade in recent principal (shareholder)-agent (CEO) debates with examples of socially aware agents creating apparent challenges to principals, for example, Tim Cook CEO of Apple and shareholder groups clash over sustainability costs (Dormehl, 2014).

2.1.5.2 Stakeholder theory

An alternative organisational theory, rooted in organisational management and business ethics, is stakeholder theory discussed by Freeman (1984). This theory is based on a broad view of the firm's social responsibilities, to include economic, legal and responsibilities to society (Carroll, 1979). Stakeholder theory is an organisation view of the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organisation. In some discourse, the environment and future generations are also considered stakeholders (Gibson, 2012; Rampling, 2012). The theory's premise is that a firm should aim to create value for stakeholders, a broader group than only shareholders (c.f. agency theory). Although stakeholder theory has been utilised for many years, "Stakeholder theory is widely accepted, but elementary aspects remain indeterminate as the term 'stakeholder' is an essentially contested concept", with 593 different stakeholder theory definitions. (Miles, 2017: 437). Stakeholders were initially broadly defined as: "Any identifiable group or individual who can affect the achievement of an organisation's objectives, or who is affected by the achievement of an organisation's objectives" (Freeman and Reed, 1983: 91 from Mason, Kirkbride and Bryde, 2011). Stakeholder

theory considers all stakeholders to be moral equals, although this is seldom the reality (Rampling, 2012).

An alternative view of stakeholders is that of Mitchell, Agle and Wood (1997) who consider stakeholders relative to three parameters of power (to carry out their own will), legitimacy (socially accepted), and urgency (criticality of the stakeholders' claims). However, this view results in specific stakeholders with less legitimacy/power/urgency, potentially marginalised (Dawkins, 2015; Rampling, 2012). This situation is not dissimilar to a variant of an agency theory centric stance, where principals hold the legitimacy/power/urgency. Furthermore, there can be disagreements over which stakeholders opinions have the most influence (Dawkins, 2015; Heath and Waymer, 2017). In one view of stakeholders for sustainable development, eight roles are considered, and stakeholders are segmented as primary and secondary stakeholders (Goodman, Korsunova and Halme, 2017).

This bimodal view (more and less important versus an equity view) leads to segmentation of stakeholder theory between ethical branches and managerial branches. The ethical branch of stakeholder theory focusses on all groups of stakeholders irrespective of their power. The managerial branch concentrates on the groups of stakeholders' expectations with more power (Rampling, 2012).

With the compelling need for social innovation to address wicked global problems (Caulier-Grice et al., 2012), for-profit organisations are increasingly questioned when focusing solely on maximising shareholder wealth at the expense of other stakeholders. Stakeholder views attempt to provide a perspective that organisations can use to prioritise and manage relations with identified stakeholders (Mason, Kirkbride and Bryde, 2011). This stance challenges business leaders to make decisions (both business and ethical) about the business's conduct considering the impact of these decisions on those who will be affected by the decisions, potentially legitimising the actions of social intrapreneurial agents.

2.1.5.3 Beyond stakeholder vs agency

Conflicts of stakeholder vs agency approaches persist around social innovation in business (Davis, 1973; Mason, Kirkbride and Bryde, 2011; Ramanna, 2020). Competing views of the firm can be partially reconciled if agency theory is considered a subset (albeit a significant one) of the organisations' stakeholder model. Alternatively, if agency theory encompasses addressing stakeholders minimum moral standards as avenues to being able to better deliver on the principal's profitability needs (Rampling, 2012; Shankman, 1999).

The conflicts of agency versus stakeholder approaches relate to many of the social intrapreneur challenges in an MNC. The agency lens of the challenges presented as diversions from generating the maximum short-term value for the principals. Through the stakeholder lens the challenges are more nuanced including which interests are most deserving (e.g. people vs planet vs profit), and the difficulties of negotiating short-term vs long-term economic and social value generation (Shankman, 1999). The implied conflict of moral intuition indicates the organisations' responsibilities to its stakeholders go beyond what is accepted shareholder/stockholder approaches versus agency theory's moral egoism (Hendry, 2001, 2004).

Aligning business approaches and social mission in a stakeholder model is a challenge in the corporate world. Several methods have been proposed for addressing this di- and trichotomy of objectives. These include the Triple Bottom Line (Elkington, 1998, 2008b) the pursuit of social value creation by combining social impact and sustainability with profitability as business measures (people, profit and planet). Similarly, Hart, Milstein and Ruckelshaus (2003: 56) suggest a "sustainable-value framework that links the challenges of global sustainability to the creation of shareholder value by the firm". Also, the theme of shared value creation is proposed as a means to pursue profit, social and sustainability agendas simultaneously (Michellini and Fiorentino, 2012; Porter and Kramer, 2011).

Shared value approaches maybe be a reconciling factor in the principal-agent misalignment and deliver value to multiple (but often not all) stakeholders. This win-win (win-win-win) perspective has also generated criticism of its viability to favourably provide optimised benefits to business and society (Crane et al., 2014; Furst, 2017). The apparent non-conflict approach is also critiqued since harnessing stakeholder diversity to drive innovation sometimes requires techniques that attempt to "structure and utilise discord rather than reduce or eliminate it" (Dawkins, 2015: 1).

2.1.6 Social intrapreneurship literature

Often literature on social innovation focusses on the rationale for social innovations, the definitions of social innovations or the call for more support and increased efforts; much less often are the social innovators discussed (Nicholls and Murdock, 2012; Schmitz and Scheuerle, 2012). The unit of analysis of the research is often the organisational context or the novelty of the social innovation itself (Caroli et al., 2018; Schröer and Schmitz, 2016). For example, organisational studies of social entrepreneurship have been predominantly focused on social enterprises' formation (Dacin, Dacin and Matear, 2010; Dees, 2012; Diochon and Anderson, 2010; Dion, 2012; Kuratko et al., 2017; Smith et al., 2012).

There is extensive neglect research of social entrepreneurship within traditional organisations (Schmitz and Scheuerle, 2012), and although (traditional) intrapreneurship is an often researched topic in for-profit organisations, the social intrapreneur is less well established within research (Seelos and Mair, 2012: 5). When social intrapreneurship is described, it is often by its outputs or outcomes, i.e. after the fact, little focusing on inputs, processes and mechanisms related to social intrapreneurs (Schröer and Schmitz, 2016). It is not surprising that the direct literature addressing social intrapreneurs as individual innovators is limited within this context.

The literature on social intrapreneurs in this section is considered as three groups, considering social intrapreneurs directly and considering proxies for social intrapreneurs (managers, middle managers and others), and finally the practitioner literature.

There is a frequent blending of analysis with other social innovators groupings in the direct social intrapreneur literature. For example, when considering traits and motivations of social innovators, they are compared with social entrepreneurs (Dees, 2006; Schröder and Schmitz, 2016), activists (Alt and Craig, 2016; Ollis, 2008) and social innovators (Mulgan et al., 2006) and social intrapreneurs (Austin and Reficco, 2009; Grayson, McLaren and Spitzack, 2011). These comparisons highlight social goal orientation characteristics, business acumen, striving for the new, vibrant character, people relations, and knowledge relations (Schröder and Schmitz, 2016) and persistence, dedication, and empathy (Mulgan et al., 2006). "They are often good at talking and listening, digging below the surface to understand peoples' needs and dislocations, dissatisfactions, and blockages" (Mulgan et al., 2007:21). These works mostly highlight similarities in characteristics rather than distinctions.

Schroeder (2016) also highlights commitment to the organisation for social intrapreneurs enabling them to work through resistance and cultural barriers. Without this commitment, the social intrapreneur may leave the organisation and try to sell the idea elsewhere (Grayson, McLaren and Spitzack, 2014a). Characteristics and traits help picture the social intrapreneur (and explain behaviours); however, little of the specific barriers or mechanisms utilised in addressing the blockages and barriers, is discussed in the literature.

The second area of social intrapreneurial literature that addresses individuals' and individuals' actions and micro-actions considers either subsets of social intrapreneurs or proxy roles to social intrapreneurs. Most prevalent in the literature are individual managers in their role in CSR positions as social change agents (activists and intrapreneurs) (Carrington, Zwick and Neville,

2018), personal values motivated managers in for-profit organisations (Hemingway, 2005, 2013; Hemingway and Maclagan, 2004), individual leaders (Scherer et al., 2016), managers and middle managers (Carrington, Zwick and Neville, 2018; Halme, Lindeman and Linna, 2012; Kistruck and Beamish, 2010; Sharma and Good, 2013) green information systems and social movements (Carberry et al., 2019), institutional and organisational embeddedness in social intrapreneurial action (Kistruck and Beamish, 2010). These proxies give insights into how subsets of social intrapreneurs engage in social innovation.

The practitioner literature includes business leaders, shareholders, socially conscious individuals, communities and governments and their leaders and their socially intrapreneurial efforts (Bullock, 2014; Davis and White, 2015; Ellis, 2011; Grayson, 2018; Grayson, McLaren and Spitzeck, 2014a; Jenkins, 2018; Le Roux and De Pree, 2018), and discusses the context, outcomes innovations however rarely the detailed processes related to social intrapreneurial activities.

In summary, the social intrapreneur literature is growing, and the discourse is widening however as Alt and Geradts (2019) highlight the process and the details of moving from business as usual has not been fully explored for the social intrapreneur.

2.1.7 The social intrapreneur as a discretionary agent

Social intrapreneurial action has been described as neither mandatory nor formalised (Alt and Geradts, 2019; Davis and White, 2015), and "*discretionary and informal employee-led process*" (Alt and Geradts, 2019: 2) implying social intrapreneurs lead change without formal institutional or organisational authority (Davis and White, 2015).

This position is also reflected in empirical research on social intrapreneurs:

"These were employees who had crafted their own jobs to incorporate a social agenda, driven by their personal values and acting overtly (Active

CSE) or covertly (Concealed CSE) at work, regardless of their formally appointed role".

(Hemingway, 2019: 4)

Furthermore, this sentiment recurs in practitioner literature:

"Social intrapreneurs act independently of the support of management for the change they seek to make, imagining new possibilities, making decisions that reflect discretionary action."

(McGaw and Malinsky, 2020).

The discretionary factor differentiates social intrapreneurship from other mandated social initiatives in organisations. For example, the differentiation of social intrapreneurship from normative CSR and other formalised or mandated corporate social action. Some actors, e.g. CSR, ESG and philanthropy employees, have formalised roles that focus on external (to the corporation) social needs and form part of the employee's core mandate (Belinfanti, 2015). Social intrapreneurs can be considered as not having this mandate, and social intrapreneurship is generally outside of a person's core job description (Davis and White, 2015). This description does not preclude CSR, ESG and philanthropy professionals from social intrapreneurship; however, it assumes that their social intrapreneurial efforts are both non-mandated and innovative. In addition to their mandated tasks and objectives, they utilise either new ways or means (Eckhardt and Shane, 2003) and their action is predominantly voluntary (Alt and Geradts, 2019; Belinfanti, 2015; Davis and White, 2015; Hemingway, 2019).

The discretion, informal aspects catalyse (amongst other challenges) the requirement of processes of selling, negotiation or making a business case to the host organisation (Alt and Craig, 2016; Belinfanti, 2015; Davis and White, 2015). The discretionary factor also links with the exercising of personal values for social intrapreneurial decision motivations (section 2.2.1).

Morphogenesis and analytical dualism

An extant literature that appears to offer some explanatory value to that of the discretionary nature of social intrapreneurs is the morphogenetic consideration of culture, structure and agency (Archer, 2003; Caetano, 2015), considering the enablements and constraints³ (Porpora, 1993) of social structures on agency and vice versa. Social structures are patterns of behaviours reproduced over time, beliefs or ideas in which individuals find themselves (Cox and Trotter, 2016; Porpora, 1989). Archer (2003) considers how structure influences agency, and vice versa. The work considers both the properties and powers of agents and how structure impinges on agents to condition their actions through constraints and enablements. Thus uniquely experienced constraints and enablements become salient when a project is envisaged (Cox and Trotter, 2016).

Archer (2003) provides a more agent centred view of context and agency and considers the discretionary power agents have over projects within which they engage. Agents mediate the social circumstances they confront, through reflexive deliberation (Archer, 2003; Archer, 2007 from Brew et al., 2011; Archer, 2007 from Martin and Wilson, 2018). These reflexive deliberations act as a mediatory process between structure and agency (Archer, 2003). The application of the agents' concerns, goals and beliefs in the projects' definition implies a level of discretionary choice in the agent's actions.

Reflexivity is the ability for individuals to consider themselves in relation to their (social) contexts and vice versa (Archer, 2010a). These reflexive internal dialogues mediate the impact that structures have on agents, and responses to particular social situations (Caetano, 2015). Archer defines a typology of four modes of reflexivity, through internal conversations:

³ *The author acknowledges a great debt to Dr C. Hemingway, and Prof. S. Vinnicombe for insights on the literature related to constraints and enablements.*

- Communicative, internal conversations that require confirmation by others before resulting in specific courses of action
- Autonomous, self-contained inner dialogues that lead directly to an action
- Meta, internal conversations that intensify personal stress and social disorientation
- Fractured, individuals whose inner dialogues do not allow a coherent response to social circumstances

Within the literature examples of an analysis of modes of reflexivity on the constraint or enablement and interplay of social structure and agency, in the case of nurses and their upholding of standards in specific contexts (Goodman, 2017), and the distinction between corporate agency and primary agency, as involving both formulating goals and actively organising in order to reach them (Karlsson, 2020). Karlsson (2020) proposes a conceptual typology of agential actions based on two properties 'stated aims' and 'active coordination'. This expands to four agency states Formal Corporate Agency (stated aims and coordinated action); Informal Corporate Agency (no stated aims but coordinated action); Withdrawn Agency (stated aims but no coordinated action); Primary Agency (no stated aims and no coordinated action) (Karlsson, 2020).

2.1.8 Positioning the actor within the literature

Some level of ambiguity and fluidity exists in positioning the topic of social intrapreneurs in extant literature. It is not surprising given the multi-faceted persona of social intrapreneurs described in this chapter thus far. The positioning of social intrapreneurs in the extant literature has been considered through different actor lenses and at a confluence of multiple actor domains (e.g. CSR, social entrepreneurship and institutional entrepreneurship, intrapreneur, activist).

The social intrapreneur as an intrapreneurial actor or an actor who creates change in an existing organisation encompasses both intrapreneurial studies (tempered radicals, activists, intrapreneurs) and institutional change studies (Mair, Battilana and Cardenas, 2012) that consider institutional entrepreneurs, and the concept of tempered radicals (Meyerson, 2004; Sparks, 2005), or institutional champions of causes (Kisfalvi and Maguire, 2011). A related extension to this confluence would be the social intrapreneur as an institutional entrepreneur (Kistruck and Beamish, 2010; Sharma and Good, 2013).

An alternative positioning is a social intrapreneur as a social innovator (Foley, 2014; Grayson, McLaren and Spitzbeck, 2014a; Schröder and Schmitz, 2016; Tracey and Stott, 2017). Tracey and Stott (2017) position the social intrapreneur as a social innovator and as one of three agent types in the field of social innovation, as shown in Figure 1.

The social intrapreneur has also been considered a CSR professional who socially innovates, going beyond the norms of the CSR role to create new social solutions and positive change from within the organisation (Carrington, Zwick and Neville, 2018; Hemingway, 2005, 2013; Mirvis et al., 2016) and deliver a combination of CSR and innovation, i.e. corporate social innovation (Carrington, Zwick and Neville, 2018; Esen and Maden-Eyiusta, 2019; Mirvis et al., 2016)

Austin and Reficco, (2009), illustrate a final stance, positioning social intrapreneurs between the literature of corporate entrepreneurship (intrapreneuring) (Antoncic and Antoncic, 2011) and the literature of social entrepreneurship (Dees, 2006; Mair and Martí, 2006). Social entrepreneurs often share similar (although not always, e.g. risk-taking differences) traits with those of social intrapreneurs (Mair and Martí, 2006; Schmitz and Scheuerle, 2012; Schröder and Schmitz, 2016).

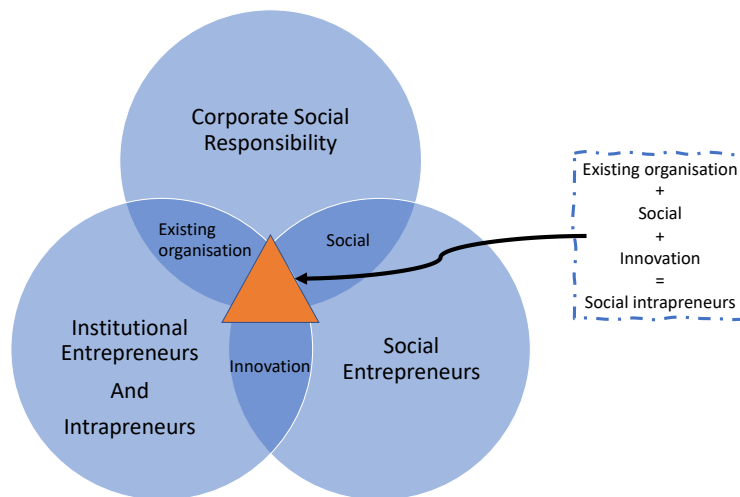
Alt and Geradts, (2019), take these fragmented positions and consider an intersectional positioning of the social intrapreneur. Where social intrapreneurs simultaneously share commonalities and contradictions with the literature of CSR professionals, intrapreneurs, and social entrepreneurs (Alt and Geradts, 2019). These form unique cases or special cases of CSR actors, intrapreneurs and social entrepreneurs. Firstly, social intrapreneurs as a unique form of social entrepreneurs since they execute their agency within existing organisations that are pre-shaped and influenced by extant logics and values. Secondly, social intrapreneurship is a subset of CSR actors, and social intrapreneurs share commonalities with CSR professionals who demonstrate innovation or entrepreneurial traits, i.e. new means or new outcomes compared to the expected (Kirzner, 1997: 220). Thirdly social intrapreneurs form a unique type of intrapreneur, focusing on deviating from traditional intrapreneurship and in the particular context of for-profit organisations attempting to execute social objectives. This final dimension often leads to challenges of a plurality of objectives (Besharov and Smith, 2014). Sometimes these plural objectives can be in conflict with the norms and logics of the organisation/institution of the embedded entrepreneur (intrapreneur), implying that a final dimension of the social intrapreneur may be that of a unique form of an institutional entrepreneur.

An alternative positioning is suggested by Belinfanti (2016), placing social intrapreneurs as the pivotal actors, at a confluence between innovation, profit, and social good, within corporations.

Both these more complex positions consider a social intrapreneur as an actor in for-profit organisations (Alt and Geradts, 2019; Belinfanti, 2015), although social intrapreneurship does not solely apply to for-profit situations. This blend of flavours of social intrapreneurial actors positions the phenomena within the literature of neo-institutionalism (institutional entrepreneur), innovation (intrapreneurship) and social innovation (entrepreneurship), activists and finally literature that consider entrepreneurial CSR professionals. These intersections

are in addition to the native discourse unique to social intrapreneurs, as illustrated in Figure 3. In conclusion, the positioning of the social intrapreneur and related studies remains a work in progress.

Figure 3 Positioning of social intrapreneurs relative to other actors



Source inspired by Alt and Geradts, (2019)

2.1.9 The literature review questions

The role of a social intrapreneur is considered at the confluence of many fields of literature. Literature contributing to the review questions' theoretical context includes innovation studies, neo-institutional theory, and organisational studies, as shown in Figure 4. The intersectional nature of the extant literature contributions results in fluidity and ambiguity in definitions and academic treatment (Alt and Geradts, 2019; Austin and Reficco, 2009; Belinfanti, 2015; Tracey and Stott, 2017). Consequently, the social intrapreneur is not described by an agreed set of theories or concepts and is not represented by a single field in management theory.

Intrapreneurship in its traditional sense is a well-researched topic in the for-profit sector; however, the social intrapreneur is less well established within

research (Seelos and Mair, 2012 p5) and compared to technological innovation, social innovation is under-researched (Phillips et al., 2015) with lack of research on processes and concepts (Murray, Mulgan and Caulier-grice, 2008). The limited focus on the social intrapreneur in for-profit organisations conflicts with societies increasing calls for corporations to improve their social stance (Schmitz and Scheuerle, 2012; Sonenshein, 2016). This lack of focus is most acute when considering the individual actors. The extant literature frequently focusing on why social innovations are important, external pressures, need more funding or managerial impact (Carrington, Zwick and Neville, 2018; Nicholls and Murdock, 2012; Sonenshein, 2016). Frequently the unit of analysis is either the organisation or the innovation as the object (Schröder and Schmitz, 2016), and not the process or the inputs (Schmitz, 2015).

Moreover, in response to Alt and Geradts (2019); Hemingway (2005); and Wang et al. (2016) call for more individual level inquiry concerning social intrapreneurship in addition to the observation that there are many blind spots in the social intrapreneurship literature relative to micro-actions and micro-practice of social intrapreneurs (Carrington, Zwick and Neville, 2018). Furthermore, more explicitly addressing Alt and Geradts (2019:4) call for further research:

"How social intrapreneurs depart from business as usual and navigate path dependencies of profit maximising organisations in spite of institutional pressures. "Alt and Geradts (2019:4)

The researcher asks of the literature the following review questions related to social intrapreneurs in MNCs:

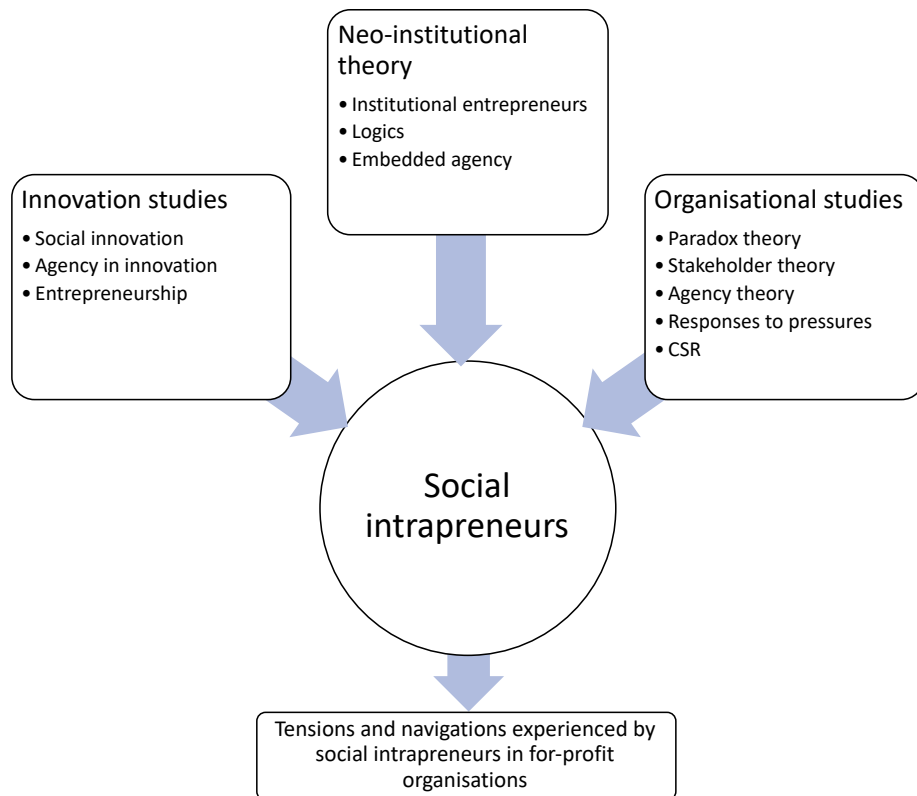
What tensions are experienced by social intrapreneurs?

With a sub-question of:

What navigation strategies do these social agents deploy in response?

Although not comprehensive in breadth, the goal is to synthesise a perspective on how social intrapreneurs experience and respond to their micro-situations, bringing increased understanding of the mechanisms of social intrapreneurs in MNCs. As discussed earlier, MNCs are a potentially powerful venue (resources, reach and skills) for creating social impact, consequently deeper insights into the micro-situations of social intrapreneurs are hoped to facilitate positive social impact.

Figure 4 Literatures contributing to an understanding of social intrapreneurs



Source: *This study*

2.2 Systematic literature review

2.2.1 Introduction to the systematic literature review

The social intrapreneur is juxtaposed within multiple fields of literature; a systematic literature review was conducted to understand review questions with respect to the relevant extant literature. The questions being asked by this research focus on the process of social intrapreneurship in for-profit organisations, and even more specifically the tensions (tensions, barriers, hurdles, challenges) and navigations (tactics, mitigations, workarounds) these change agents may experience and enact.

This section commences with an introduction to the rationale for utilising a systematic literature review. There is then a description of the method employed, followed by results in subsections. The results consider demographic, descriptive and thematic insights from the extant literature, before concluding with the proposed research questions for empirical research.

2.2.2 The rationale for using a systematic literature review

The method utilised in this work is an SLR (Tranfield, Denyer and Smart, 2003). An SLR aims to create an effective assessment of the current intellectual territory (Tranfield, Denyer and Smart, 2003). Using transparency of method, which is both systematic and documented, enables both reproducible and extensible outputs. The systematic approach aims to create a clear and unbiased assessment of research to date, specific to the literature review questions and encompassing to the best extent published, unpublished and practitioner literature. The systematic literature review's objective is to synthesise the 'state of the art' relative to the literature review questions and propose next steps for the research process. Due to time and access limitations, the systematic literature review is not a comprehensive review of the literature, rather a systemic approach within the outlined constraints.

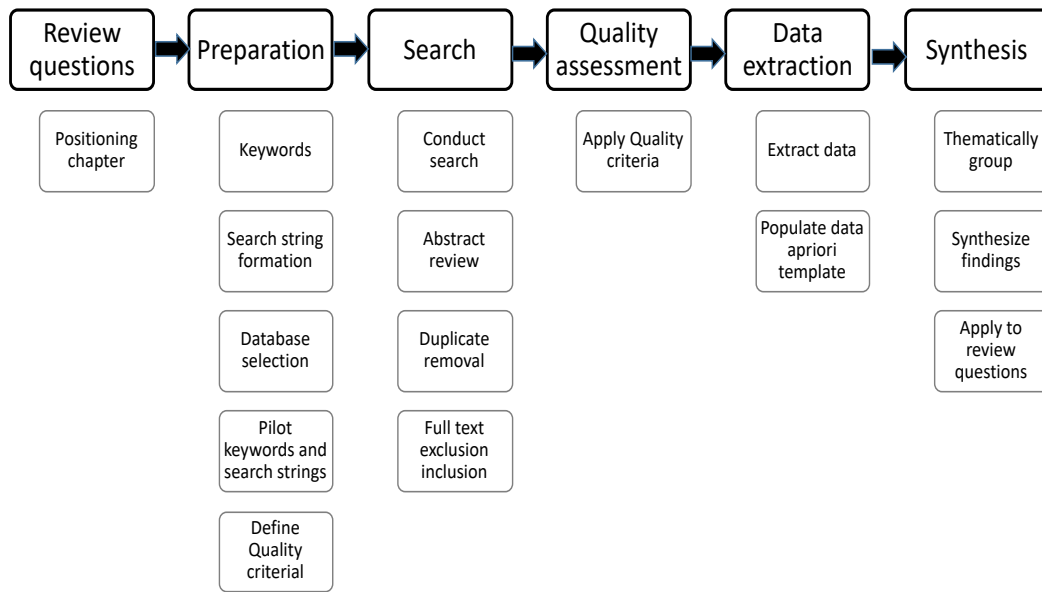
2.2.3 Method of systematic literature review

This section discusses the method used in the preparation of this literature review, following the five key elements of a systematic literature review: question formulation, locating articles, article selection and evaluation, analysis and synthesis of selected studies and ultimately the resulting thematic understanding and synthesis of the literature (Denyer and Tranfield, 2009; Tranfield, Denyer and Smart, 2003).

2.2.3.1 Search and selection of literature approach

The systematic literature review defines keywords and search strings and then applies these search strings to a critically selected set of literature databases. The outputs of the searches are first evaluated to ensure that the search strings are capturing relevant material. Once determined that the searches are appropriate, the result of the searches are reviewed for relevance at an abstract level, using a set of inclusion and exclusion criteria. The output of material at this stage is filtered a second time this time analysing the full text. Finally, a quality assessment, with predefined quality criteria, is applied to the papers. The output from this final stage is used for data extraction and synthesis of the data, Figure 5 shows an overview of this approach.

Figure 5 Overview of systematic literature review approach



Source: This study

2.2.3.2 Preparation

Generation of keywords: The initial keywords were derived using two methods, the first from a deconstruction of the review questions in section 2.1.7, where keywords derived from the review questions are used to form a set of potential search synonyms that are shown in Appendix B. The second derivation was from an analysis of keywords from exemplar papers identified in a positioning study, resulting in search keywords listed in Appendix C.

Creation and test of search strings: Keyword groups were used to form search strings. The search strings were tested individually and in combinations from this relevancy papers captured from this testing was evaluated. The matrix in Appendix D formed the final search string combinations resulting in 11 configurations of search strings; for example, a search string combination was:

["social intrapreneur" OR "corporate social entrepreneur*" OR "intrapreneur*" OR "Institutional entrepreneur*"]*
AND
["institutional logic" OR "market logic*" OR "social logic*" OR "business logic*" OR "organi?ational logic*"].*

These search string pairs were applied to the four databases selected: ProQuest (formerly ABI and Inform Global), EBSCO (includes the former PsycINFO), Web of Science and Scopus. The searches were applied at an all-text level, including abstract, title and body of the text. Additional sources of literature were utilised; these were key references from exemplar papers found during the search, either expanding on a topic or understanding the genesis of the concepts. The social sciences research network (SSRN) and Google Scholar were searched for completeness, with the same search strings, to ensure essential papers had not been omitted. The search included all literature, both peer-reviewed and grey literature. This broader inclusion was made due to the contemporary nature of the subject area being analysed, and to avoid the risk that more recent discourse that may not have yet reached academic literature would be excluded by a peer-reviewed only article selection (Peter O'Neill, 1999).

2.2.3.3 The systematic literature selection process

The process of applying the 11 searches to the six databases resulted in 6920 articles being identified. Article selection criteria applied to all papers were based on language (papers published in English only), date of publication (literature published after the concept of intrapreneurship was first coined by Pinchot (1985)), relevance to the literature review questions, field of literature (limited to the social sciences), and type of publications (all literature that could be identified through the databases and sources identified above), as illustrated in Table 2

Table 2 SLR inclusion and exclusion criteria

Criterion	Inclusion	Exclusion
Study type	Conceptual/theoretical/ empirical and review studies	
	Peer-reviewed, working papers, conference papers, magazine articles, books (subject to quality criteria) Within the fields of social sciences	
Language	English	Any other language
Date	1985 onwards	Any study before 1985 except for cross-referenced articles
Sector and level of analysis	All sectors, with a focus on the individual agent level of analysis, including all elements of social agency (e.g. environmental, social, equity)	Studies solely considering organisational and institutional level actors
Relevance	Includes elements of challenges or mitigations of challenges, i.e. relevant to the review questions	Not directly relevant to the review questions
Quality	Purpose clearly established Lack of bias in authorship and funding, Study methods match questions, Conclusions consistent with methods utilised	Conflicts of interest Researcher bias Inconsistent question/method/conclusions

Source: *this study*, Quality criteria adapted from Briner, Denyer and Rousseau (2009); Flick (2008); Huff (1999)

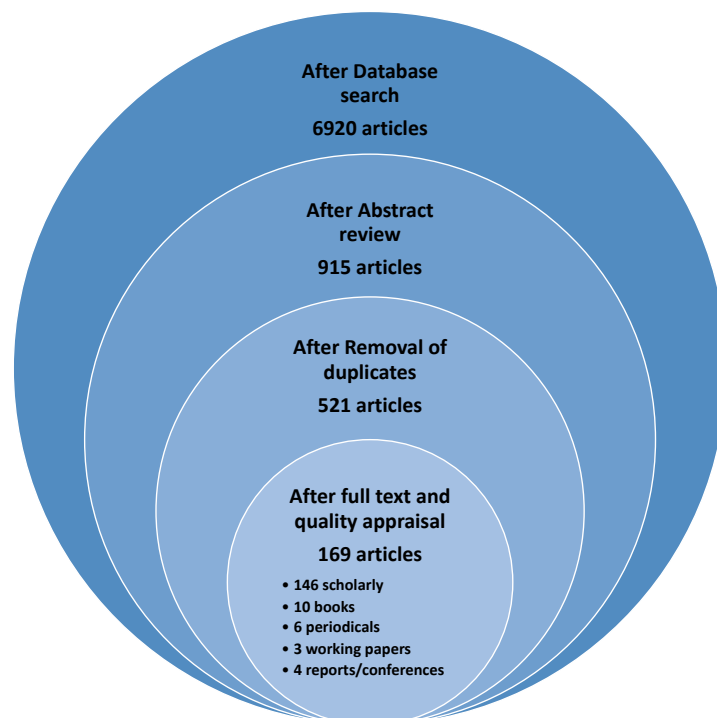
The initial title and abstract review with the inclusion criteria applied resulted in 915 articles remaining. Removal of duplicates resulted in a final count of 521 articles that formed the start of the full-text analysis. Literature from the search was then reviewed with the same criteria as used at the abstract level for the full-text level. Literature that met these criteria was subject to the quality appraisal of papers. At this stage, the articles remaining included a mix of scholarly articles, periodicals, working papers, conference proceedings and books.

Quality appraisal was carried out on the 189 articles that met the full-text inclusion criteria. These papers included several working papers, conference papers, and periodicals. Quality appraisal criteria applied to all papers were on the article having: the purpose of the research established, and theory relevant

to the purpose of the study and a research method applicable to the research purpose, research results or conceptual findings supported by theory, the research results or conceptual findings supported by the author's data and analysis, claims coherent with the limitations of the work and the generalisability of the study and the work appears to be free of value bias and author stance bias (Briner, Denyer and Rousseau, 2009; Flick, 2008; Huff, 1999) as summarised in Table 2. Additional quality criteria guide specific to either empirical papers or non-scholarly literature are shown in Appendix E.

The final stage of the articles' quality assessment left 169 articles, of these, 30 were the result of cross-referencing, and a total of 146 were scholarly articles, ten books, and six periodicals, 3 working papers and 4 reports and conference proceedings. The evolution of the search and inclusion/exclusion criteria' application is graphically illustrated in Figure 6.

Figure 6 Graphical representation of articles selected for data extraction



Source: This study: *The evolution of the population of articles from the SLR search*

2.2.3.4 Data extraction

Data extraction from the selected literature was carried out utilizing an a priori excel template, shown in Appendix F; this was applied to each article. For each article, a combination of demographic, and thematic information was collected. This information included Journal, Author, Country of Authors, year of publication, type of paper and thematically the research question, the method employed, theories applied, units of analysis, value stance of the author, claims, limitations and generalizability.

The following sections give a descriptive discussion of the literature created from the above method, followed by the thematic description of the literature.

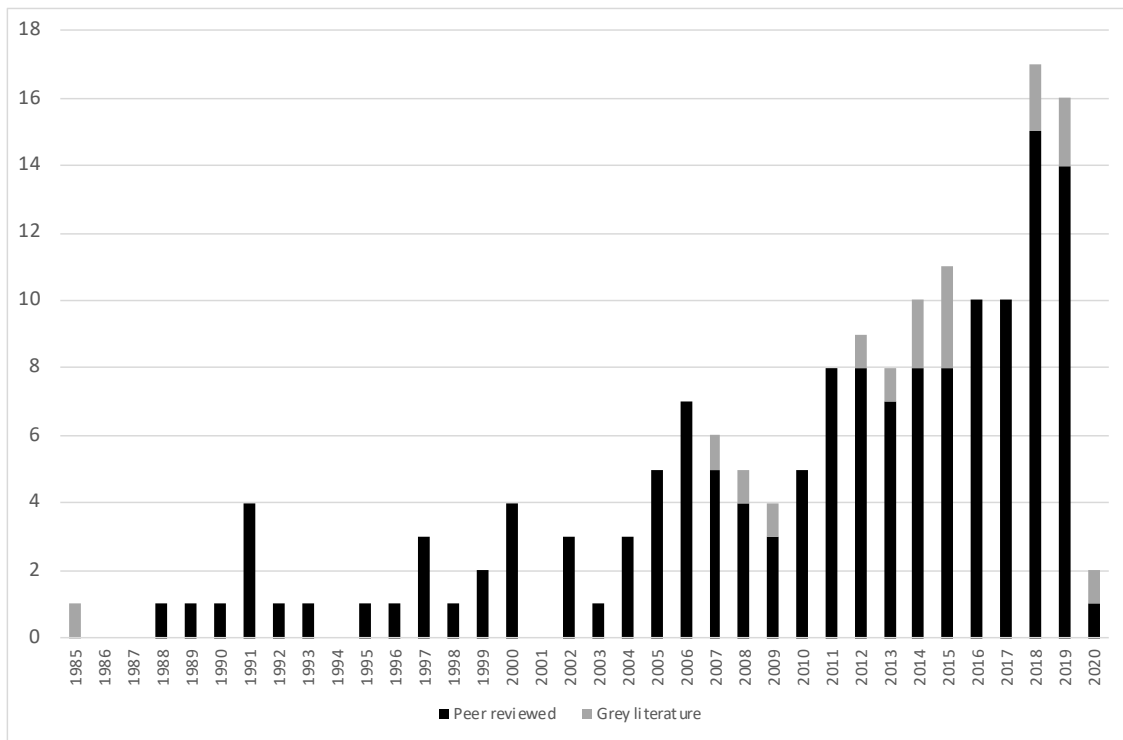
2.2.4 Descriptive analyses

The following section gives a descriptive summary of the literature reviewed. The descriptive analysis includes chronological, geographical, publication types, and the practitioner fields addressed.

2.2.4.1 Chronological and geographical descriptions of the literature

The literature that met the criteria for inclusion based on the systematic literature review definition chronologically shows an increasing frequency in recent years with approximately 50% of articles being published in the last six years, this trend is illustrated in Figure 7. Furthermore, from analysis (discussed later) of the articles, it appears that there is an increase in the number of papers dealing with the individual as the central subject, especially the individual social intrapreneur, social entrepreneur and institutional entrepreneurs.

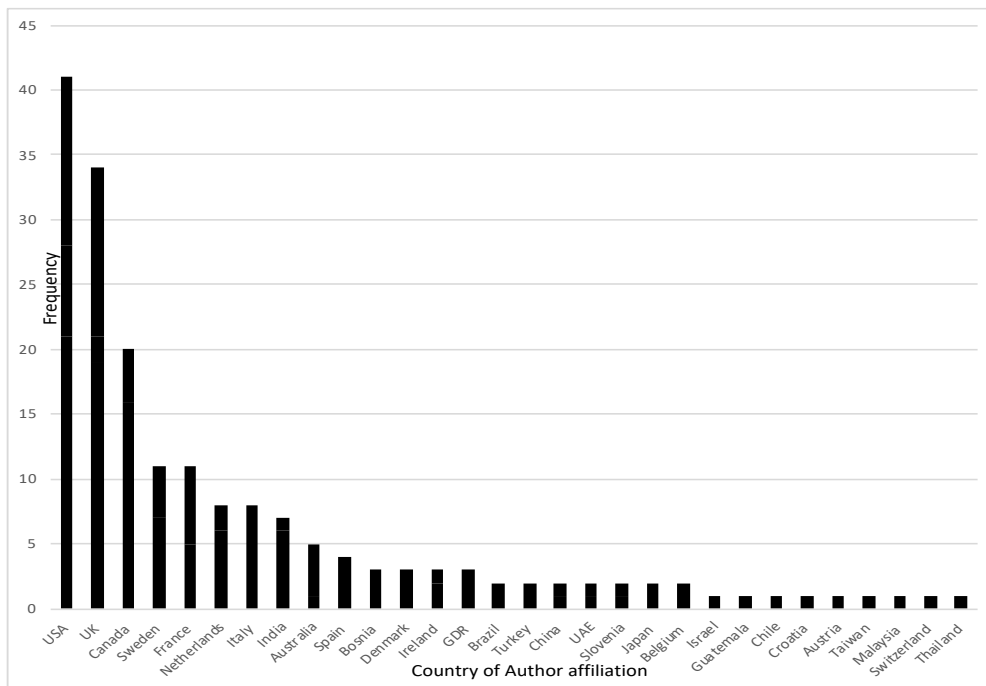
Figure 7 Year of publication of selected articles



Source: *This study*

Analysing the distribution of the country affiliations of authors (all authors not only the corresponding author), of included articles, highlights a North American and European centric distribution. Country affiliations are based on those of the institutions or organisations with which the authors identify in their articles. If there was more than one geographic affiliation of the authorship, this was recorded. 33% of articles were authored in North America (the USA and Canada) and 53% of articles authors were associated with Europe. These two regional groupings constituted 86% of the author affiliations. The authors' geographic affiliation did not necessarily correspond with the location of the research subjects or actual beneficiaries. The subjects and beneficiaries of the research were globally distributed, e.g. research subjects in South America, with authors based in Europe. A summary of geographic author affiliation is illustrated in Figure 8.

Figure 8 Geography of author affiliation of selected articles



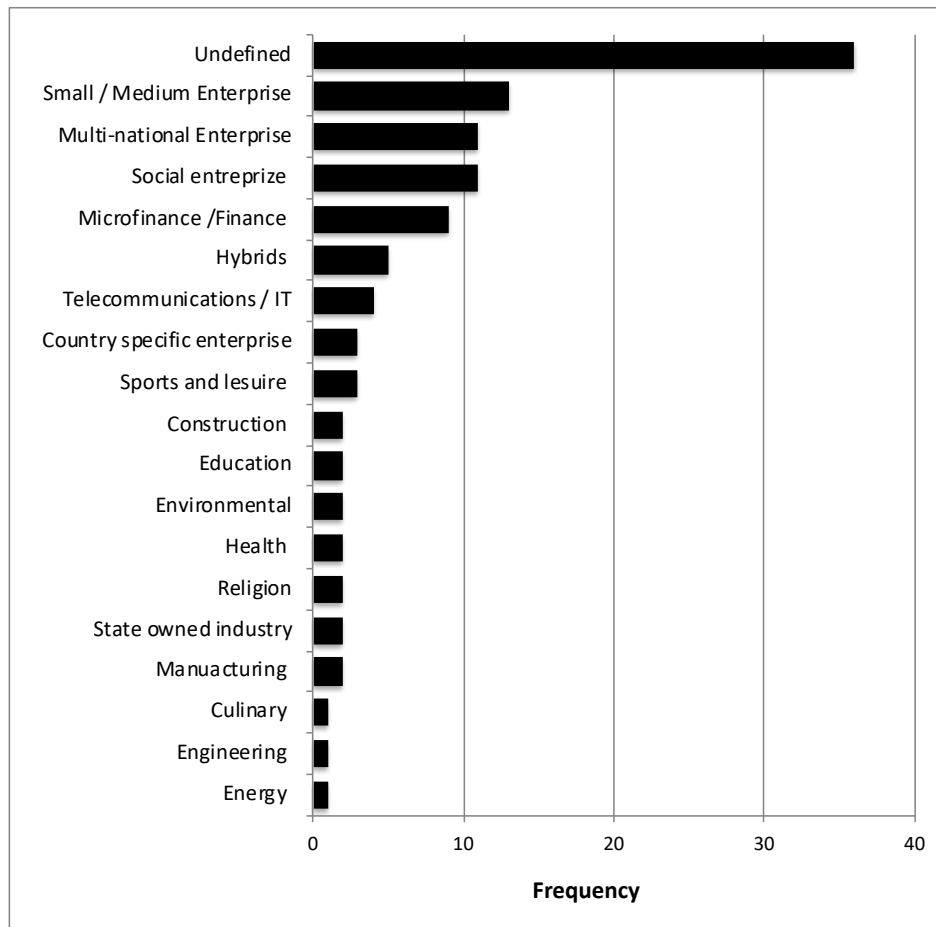
Source: *This study*

2.2.4.2 Demographics of industries or institutions studied

The industries, institutions, or organisational types that formed the articles' study subjects were extracted as part of the demographics assessment. Many papers that were either conceptual or practitioner did not clearly define a specific industry of study if the industry was not explicitly identified then the sector was identified as undefined. Although studies' organisational context is not always expressly defined, there are often implicit elements that help to distinguish the subject context.

Organisational forms of SME, MNCs and social enterprise formed were significant in the selected articles. Of the papers with a specified study subject, microfinance was the most popular industry type to discuss. Industry breakdown of the selected literature is described in Figure 9.

Figure 9 Industry breakdown of selected articles



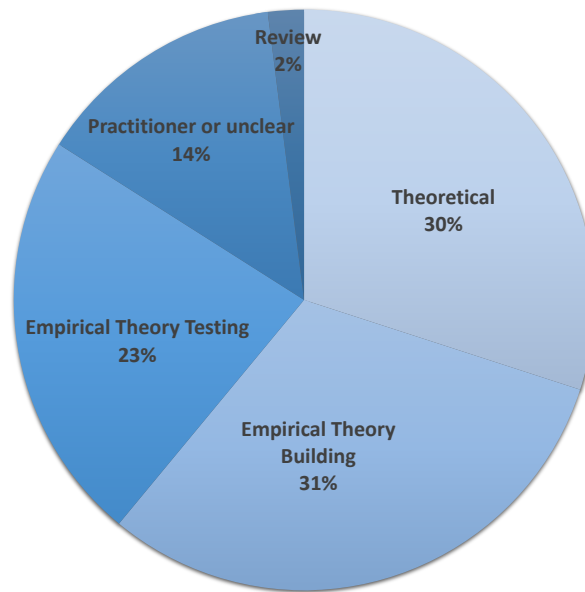
Source: This study

2.2.4.3 Description of journals, type of analysis and entrepreneurial stance

For this systematic literature review, the most popular academic journals were the Journal of Business Ethics, Organisational Studies and Academy Management Journal, with approximately 20% of the articles coming from these three journals and with 53 journals being represented in total. The titles of the journals publishing the selected articles are detailed in Appendix G.

Approximately 50% of the literature contained empirical content, and 30% is theoretical, the remainder being practitioner or unclear stances on the research. These distributions are illustrated in Figure 10.

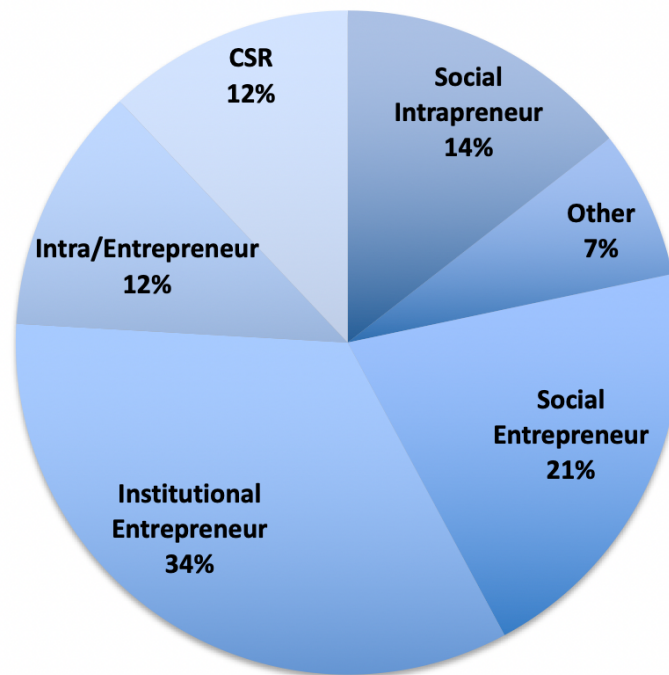
Figure 10 Research stance of selected articles



Source: This study.

The distribution of the entrepreneurial stance (institutional, social or conventional and intrapreneurial or entrepreneurial) of the literature selected, is diverse. Articles frequently contain two or more stances in one article (e.g. CSR and social intrapreneur or social entrepreneur and traditional entrepreneur). Additionally, the literature selected in this SLR process indicates a high level of institutional entrepreneurial stance, in the selected literature, the largest of any single stance, as illustrated in Figure 11.

Figure 11 Entrepreneurial stance of the selected articles



Source: This study: note an article may contain one or more stance.

Within the literature reviewed, there were a variety of actors and the level of the actor's action (or at what level the agency occurred) including individual, organisational or institutional action. Additionally, there was wide variation in the type of entrepreneurial stance of literature the actor(s) was engaged.

Approximately two-thirds of the extracted and selected literature focussed either explicitly or implicitly on individual actors and about one-quarter of the extracted articles foci being on organisational or institutional actors rather than the individual. Actors at an individual level were described in social and more traditional agent change roles. Articles on social intrapreneurship represented some of these individual-level actors. However, the majority of individual-level actors were described by the literature of social entrepreneurship, institutional entrepreneurship, traditional intrapreneurs and entrepreneurs and CSR professionals as social innovation change agents.

2.2.4.4 Summary of descriptive section

The literature extracted in this systematic literature search and review, captured articles describing challenges and mitigations experienced by a range of change agents. These agents included social intrapreneurs, social entrepreneurs, intuitional entrepreneurs, CSR change agents, activists, radicals and traditional exogenous and endogenous entrepreneurs. A subset of the literature extracted directly and explicitly represents the individual social intrapreneur within MNCs, the target of this research. This result may be influenced or limited by the search strings selected or the volume of available literature directly related to this subject. The SLR output is at a macro level North America and European centric in its author affiliation. The discourse relevant to the search strings appears to increase in interest with more than 50% of the extracted literature in the last six years.

2.2.5 Thematic analyses

This section moves beyond the demographic and descriptive aspects of the systematic literature review and the earlier positioning of the social intrapreneur in section 2.1, to propose thematic groupings observed in the extant literature extracted from the systematic literature review, that specific to the review questions, in section 2.1.9, on challenges and mitigations faced by social intrapreneurs.

This section unfolds by revisiting the actor-based literature, building on the positioning section 2.1, with additional literature through the lens of the SLR. The section then considers the thematic groupings of tensions, frameworks of tensions, navigations, frameworks of navigations and general contributions to the extant literature review questions. This section concludes with a discussion on how these themes address the review questions and the formation of research questions for further research.

2.2.6 An Actor centric view

As discussed in section 2.1, social intrapreneurs are positioned at a crossroads within the social actor and innovation literature; part entrepreneurial, a part social actor with elements of institutional entrepreneurship, activism and social responsibility (Alt and Geradts, 2019; Austin and Reficco, 2009; Carrington, Zwick and Neville, 2018; Dees, 2006), as illustrated in Figure 3. These contrarian roles are frequently compounded by inhabiting existing organisations that are not designed for a social intrapreneurial purpose; this is especially true (but not exclusive) in for-profit organisations, with market-driven businesses logic centric missions (Alt and Geradts, 2019).

Thematically multiple actor-based literatures surrounding the social intrapreneur discussed in the positioning section (2.1) are reiterated when applying the review questions to the extant literature. The SLR revealed articles describing social intrapreneurship (endogenous social innovation) directly, adjacent change actors of social entrepreneurs (exogenous social innovation), more traditional entrepreneurs and intrapreneurs (endogenous and exogenous traditional innovation), intrapreneurial social responsibility professionals and institutional entrepreneurs (endogenous institutional change). These all appear to contribute to the thematic synthesis associated with the review questions on tensions and navigations experienced by social intrapreneurs in MNCs. The following paragraphs consider each of these works of literature in more detail.

The direct literature on social intrapreneurs has considered the social intrapreneur at an individual actor level. Further, this literature explores some of the associated mechanisms, utilised in social intrapreneurship, in a limited manner. For example the role of messaging and selling social intrapreneurial activities in for-profit organisations (Alt and Craig, 2016) and internal marketing for CSR (Sanchez-Hernandez and Grayson, 2012), both of which consider navigations within the social intrapreneurial project. Similarly, Mirvis and Googins (2018) building on earlier work of Mirvis et al. (2016) which empirically

describes the corporate social innovation process, extends from organisational level views into organisational actions that dis-embed employees to become social intrapreneurs, considering both individual and organisational agency and motivations, including shared value generation.

The social entrepreneur orientated literature from the SLR informs the review questions through specific work carried out on the paradoxes (De Clercq and Voronov, 2009, 2011; Dacin, Dacin and Matear, 2010; Kistruck and Beamish, 2010) and paradoxical tensions (Periac, David and Roberson, 2018; Smith et al., 2013; Smith and Lewis, 2011; Vince and Broussine, 1996) described in the domain of social entrepreneurs. These may apply to those paradoxical tensions experienced by social intrapreneurs. When considering social entrepreneurs' mechanisms, tensions in and between social entrepreneur teams, at an early stage of social innovation are related to goals and identity. These evolve to tensions related to knowledge and resources (Dufays, 2019), and scaling decisions (later stage) social entrepreneurship. Tensions being influenced by individual moral intensity, motivations and need for control (Smith, Kistruck and Cannatelli, 2016).

Saebi, Foss and Linder (2019) in a systematic literature review of the social entrepreneurial literature, concede that the concept of social entrepreneurship remains a contested and fragmented literature without dominant frameworks. Social entrepreneurs strive for social value creation while securing profits through social enterprise (Bacq, Hartog and Hoogendoorn, 2016; McMullen and Bergman, 2017; McMullen and Warnick, 2016) and linkages are made between social entrepreneurs and institutional entrepreneurs as:

"change agents who initiate divergent changes, that is, changes that break the institutional status quo in a field of activity and thereby possibly contribute to transforming existing institutions or creating new ones."

(Saebi, Foss and Linder, 2019: 75).

The third body of literature is the adjacent field of intrapreneurship and entrepreneurship literature. Camelo-Ordaz et al. (2011) highlight that corporate entrepreneurs (intrapreneurs) work in a context of pre-defined resources (their current organisation), employees (their current peers) and processes and procedures (defined by the current organisation) in contrast to entrepreneurs. In contrast, entrepreneurs define their enterprise and define resources, employees, and processes to meet their primary objectives. The concept of the social intrapreneur being influenced by the literature of intrapreneurs in for-profit organisations is considered one of the contributing domains to any understanding of social intrapreneurs (Alt and Geradts, 2019). Furthermore, Bjerregaard and Luring (2012, 2013) and Sinha and Srivastava (2013) link conventional intra/entrepreneurship to institutional entrepreneurship.

The institutional entrepreneur is linked to the discourse of sustainability and socially orientated literature, at an individual agent level (Onishi and Wales, 2015; Silva and Figueiredo, 2017). Linkages are built between sustainability logics and those of institutional entrepreneurs taking social action. Institutional contradictions at an individual level may bring insights into the antecedents of embedded agency (Voronov and Yorks, 2015).

CSR actors, as discussed in section 2.1.5, may exhibit an entrepreneurial agency. In these cases, their actions deliver beyond their legitimised CSR remit and provide social impact through corporate social innovation. In situations, where their actions are not mandatory or formalised, their stances may be more akin to those of social intrapreneurs (when they are in existing organisations) (Davis and White, 2015). Furthermore, managers of CSR face significant challenges when influencing organisations towards their personal ethical, social and environmental goals (Carrington, Zwick and Neville, 2018).

These actor based works of literature conceal (or potentially simplify) the emerging recognition in the proliferation of terminology. Saebi, Foss and Linder (2019) refer to an emerging variety of "preneurs", in their work, including

developmental entrepreneurs, institutional entrepreneurs, sustainable entrepreneurs and social entrepreneurs. This profusion on terminology makes distinctions between social entrepreneurial work, CSR, philanthropy, charity and corporate intrapreneurs and entrepreneurs more difficult (Saebi, Foss and Linder, 2019). Echoed in the practitioner literature discussion of the "preneurs" includes ecopreneurs, dev-preneurs and policy-preneurs, and even social expat-preneurs (Dixon and Clifford, 2000; Vance and Bergin, 2018) in addition to the more traditional social intra/entrepreneur and institutional entrepreneur.

In summary, social intrapreneurs in part resemble the innovation agency of intrapreneurs and entrepreneurs, the social innovation agency of social entrepreneurs, the endogenous change of intrapreneurs and some institutional entrepreneurs, and CSR professionals' social mission orientation. However, distinctive differences occur in the endogenous agency with that of the social entrepreneur and entrepreneurs, with the social focus of the mission with that of traditional intrapreneurs, entrepreneurs and institutional entrepreneurs and the requirement of innovation compared to CSR professionals. A differentiation of social intrapreneurs from entrepreneurs (both social and traditional), is the endogenous nature of intrapreneurship. The endogenous nature results in a need to consider the organisational characteristics (context) in addition to the individual actor (Belinfanti, 2015; Hornsby et al., 1993). A comparative summary is shown in Table 3.

Table 3 A comparison of social and innovation actors to social intrapreneurs

	Similarities with social intrapreneurs	Differences with social intrapreneurs
Social entrepreneurs	Engage in social innovation	Exogenous vs Endogenous
Institutional entrepreneurs	Agents of change within existing structures	Organisations vs Institutions
Intrapreneurs and Entrepreneurs	Agents of innovation	Social innovation vs innovation
CSR professionals	Enact social actions	Voluntary vs Legitimised Not always a requirement to innovate
Activist	Change existing organisations sometimes endogenously	May not have an interest in the success of the organisation

Source: This study

The remaining sections of this chapter focus on what SLR reveals concerning the literature review questions. It is organised firstly considering the anatomy of a tension, followed by thematic groupings of the literature related to tensions and navigations, that may be applied to the social intrapreneurial case. In the final section of the literature review, the social intrapreneur is considered a special case of institutional intrapreneurship, and associated implications of this position.

2.2.7 The anatomy of a tension

This section considers the description of a tension and the role of paradoxical tensions in the SLR relating to organisational change agents emerging from the SLR.

To describe a tension pluralism may be used, the tension being the result of two or more competing priorities co-existing (Castellas, Stubbs and Ambrosini, 2019). For example, tension often results from plural field logics, value pluralism, situations of institutional complexity, and some cases of social innovation (Castellas, Stubbs and Ambrosini, 2019) all related to conflicting demands that pervade organisational life. These demands create tensions, for example, meeting existing objectives while being innovative, producing high quality while minimising cost, or following personal passion while delivering income (Miron-Spektor et al., 2018). For social intrapreneurs, these conflicting demands are delivering business value and social impact simultaneously.

Two perspectives can be taken concerning tensions, a contingency and a paradox approach. A contingency approach of responding to tensions would result in if-then scenarios for processes and choice of which pole of the tensions is pertinent to focus on, for resolution (Lewis and Smith, 2014). This concept extended into the domain of social intrapreneurship implies either a social or an economic focus similar to the Friedman focus on the role of the business (Friedman, 1970; Jensen and Meckling, 1976; Ramanna, 2020). An alternative is an oscillatory or alternating focus between the two dipoles highlighted in the temporal changes in the Cambridge Energy Authority (Jay, 2013). In contrast to the contingency approach, paradox studies promote ambidexterity that enables both poles of the tensions to be engaged simultaneously (Lewis and Smith, 2014).

A paradox perspective offers insights into the presence of contradictory, interrelated and simultaneously occurring phenomena, e.g. the treatment of plural logics by institutional theory in organisations (Castellas, Stubbs and Ambrosini, 2019; Lewis and Smith, 2014; Pache and Santos, 2012; Santos and Pache, 2010), and the potential for multiple agentic orientations in innovation (Garud, Gehman and Kumaraswamy, 2011). Paradoxes refer to:

"contradictory, yet interrelated elements - elements that seem logical in isolation, but absurd and irrational when appearing simultaneously"

(Lewis, 2000: 382).

The research of social innovation both entrepreneurial and intrapreneurial has highlighted the need for dynamic equilibrium models (Smith and Lewis, 2011), to manage the tensions in social and economic missions and their competing and contradictory expectations (Dacin, Dacin and Tracey, 2011; Jay, 2013).

Ford and Backoff (1988) describe paradoxical tensions as socially constructed by individuals through self or social reflection when oppositional tendencies are brought into recognisable proximity. Poole and Van De Ven (1989) consider tensions as resulting when social structure and individual action interrelate in paradoxical ways or as paradoxes of social theory. Smith and Lewis (2011: 382), in their work on organisational tensions, utilise paradox theory and define paradoxical tensions as "contradictory yet interrelated elements that exist simultaneously and persist over time." Paradox theory of tensions intersects rhetorical studies (paradox as a symbol between two theses), logic studies (paradox as two contrary propositions) (Lewis, 2000; Smith and Lewis, 2011). Also included in paradox studies are the three characteristics of paradox, contradictions, self-referencing and reinforcing cycles (Lewis and Smith, 2014), and duality theory meaning paradox that needs identifying and explaining to mediate between two opposing poles (Whye, 2015).

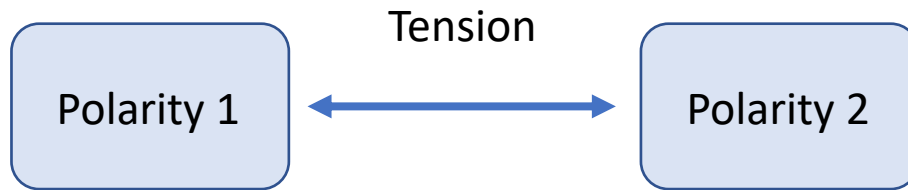
In the literature, Lewis (2000) and subsequently, Smith and Lewis (2011) organise the tension and paradox theory literature to describe typologies of tensions that include: Paradoxical tensions, define paradox as contradictory yet interrelated elements that exist simultaneously and persist over time (Lewis, 2000). Smith and Lewis (2011) indicate there are two forms latent paradoxical tensions (which are embedded in the organisational process), and salient paradoxical tensions (experienced by organisational actors). Dualities, where the polarities exist, reinforced by formal logic that encourages either/or thinking.

Dualities exhibit simultaneity (poles or two events happening simultaneously), they exhibit dynamism and through interaction disequilibrium, i.e. create new outcomes rather than shifting emphasis (Whye, 2015). Dialectics, where contradictory polarities that when synthesised into a resolution, can result in new tensions at an organisation level. And finally, Dilemmas, defined as competing choices each has advantages and disadvantages. A dilemma denotes a tension such that each competing alternative poses clear advantages and disadvantages (Smith and Lewis, 2011). The dilemma, dialectic, duality and paradoxical tensions provide descriptors for tensions and are applied to tensions at an organisational level in the literature (Smith et al., 2013, 2012; Whye, 2015). Paradoxes are important in this study work since:

"Ignoring paradoxes can result in undesirable outcomes including inaction, oscillation and mission drift, fractionalisation and internal conflict" (Jay, 2013: 44).

Tension is used as a wider descriptor for situations in which challenges, barriers and issues may occur in the social intrapreneurial action, categories of challenges are described generically as tensions, these, in turn, drive different responses, (Castellas, Stubbs and Ambrosini, 2019). Since the tension is a constructed state, it is considered that each of these problematic situations become salient tensions of some sort for the social intrapreneur. For the purposes of interpreting a tension, it is considered to be the result of at least two distinct sources of confliction, a parameter which at its extremes has two polar states. The tension itself is the force between these two polarities; Figure 12 illustrates this working model.

Figure 12 The anatomy of a tension



Source: *This study*

For illustrative purposes, an example of the anatomy of a tension can be considered around field logics for the social intrapreneur. The polar elements being a market logic (for example in a for-profit enterprise) and a social logic (of the social intrapreneur), and the tension is the force between these two very differing states.

Although paradox theories and tensions have been well developed (Lewis, 2000; Smith and Lewis, 2011) there are few insights empirically into tensions especially at an individual level and why individuals may struggle or thrive with tensions (Miron-Spektor et al., 2018). In one empirical study, Miron-Spektor et al. (2018) link input constraints (resource scarcity) as a source of individual-level tension and observations of a paradox mindset in individuals.

Diochon and Anderson (2010) discuss that the juxtaposition of "social" and "entrepreneur" is a misnomer since 'social' implies a collective pro-social approach and entrepreneur implies an individualistic and pro-self-approach, these being in tension with each other. This confliction is similarly true for the social intrapreneur where the collective social element conflicts with the intrapreneurial (corporate entrepreneurial) or pro-self-behaviour. The second implication is inherent and persistent tension of intrapreneurial activities frequently being in confliction with the institutional norms within which the social intrapreneurs are embedded.

2.2.8 Thematic groups emerging from the literature

Emergent from the systematic literature review are themes that inform the review questions. These themes describe and elaborate on tensions, barriers and challenges experienced by change agents. Secondly, themes that align with responses, reactions, mitigations, or methods for overcoming these tensions experienced by the change agents are considered a group of navigation themes. The following section organises these themes with respect to tensions and navigations.

For discussion purposes when considering the themes related to tensions and navigations they are grouped as confliction of field logics resulting in tensions, performance paradoxes and reactions and responses to confliction of logics, conflictions at an organisational level including, value pluralism (organisational vs individual), inclusion, Identity and contradictions and finally conflictions specific to the individual. Pluralism within field logics and reactions to field logics are distinct sections since the first group deals directly with the tensions arising from the confliction of logics, the second group describing tensions that arise as a result of navigating the first level conflictions. These thematic groupings are discussed in the following sections and are summarised in Table 4. The following sub-sections expand on the role of each of the thematic groupings identified in the literature.

2.2.8.1 Confliction of field logics

A thematic grouping identified in the literature are tensions resulting from plural field logics. An institutional logic is socially constructed, resulting from historical patterns of practices and reproductions of assumptions, values, beliefs and rules; enabling individuals to construct meaning to their social reality (Thornton, Ocasio and Lounsbury, 2012). Logics provide a framework of practice and principals for actors within institutions or organisations that guide individuals to reproduce institutions through their actions (Castellas, Stubbs and Ambrosini, 2019; DiMaggio and Powell, 1983; Friedland and Alford, 1991). A tension source can occur when an organisation is not homogenous in its field logic but

hosts two or more logics that are paradoxical in nature, coexist but are not reconcilable (Block and Kraatz, 2008; Thornton, Ocasio and Lounsbury, 2012). A plurality of organisational logics act as a source of tension, that can emerge from divergent expectations of organisations that include areas such as goals, metrics or stakeholders, e.g. to help the community vs highest return on investment, annual profit vs employees educated, shareholders vs community stakeholders (Mair, Mayer and Lutz, 2015; Smith et al., 2013). Challenges of logic pluralism can be considered cognitive, contradictory yet interdependent, and multi-level and multi-synchronic (Castellas, Stubbs and Ambrosini, 2019). These conflicts at an organisational level, are reflected in individual organisational members objectives, goals and metrics. These conflicts may lead to plural or multiple field logics as sources of tension for a change agent.

The literature discusses situations where two or more dissimilar logics are utilised in a single organisation. Battilana and Dorado (2010) contrast a business vs development logic in the field of microfinance. They highlight the paradox of delivering on business logic, e.g. best return on investment, conflicting with development logic of improving the livelihoods of as many people possible.

The conversations around tensions resulting from plural field logics that were identified in this SLR are many and diverse. They include those of banking vs development logics in banks in Latin America (plural logics) (Battilana and Dorado, 2010), social vs profit logics in Aspire a social enterprise exhibiting success of the social mission and failure of the profit mission (plural logics & performance paradoxes) (Tracey, Phillips and Jarvis, 2011), social vs economic in small social enterprises in both Scotland and Canada (plural logics) (Diochon and Anderson, 2010), social vs profit logic tensions in Cambridge Energy Authority in Boston (plural logics & performance paradoxes) (Jay, 2013), and market vs social logic tensions in microfinance organisations in Guatemala (plural logics) (Khavul, Chavez and Bruton, 2013). Further examples of tension generating poles are given in Appendix K.

Social entrepreneurs considered as institutionally embedded entrepreneurs have been observed contending with the tensions created by three field logics: social-welfare logic, commercial logic and public sector logic (Pache and Chowdhury, 2012). More recently, inter-organisational logics challenges have been discussed by (Watson, Wilson and Macdonald, 2020) and between hybrid organisations (Haigh et al., 2015).

In contrast to the challenges presented by plural field logics, Jay (2013) discusses navigation of the paradoxes of plural logics at an organisational level, and in limited cases at an individual level in CEA (Cambridge Energy Authority). Delbridge and Edwards (2008) suggest tensions in logics (institutional contradictions) are not always a negative factor for the social intrapreneur, sometimes acting as the catalyst (a force for dis-embedding) to enable institutional change and institutional entrepreneurship. Also on a more positive connotation, Sharma and Good (2013) describe situations where plural logics may have some complementary aspects such as rural electrification resulting in 'providing power to the poor' and 'entering new markets' may be considered complementary although fulfilling contradictory logics.

2.2.8.2 Reactions and responses to confliction of field logics

Two reactions or responses to tensions in the institutional entrepreneurship literature that address tensions that emerge through plural logics are "Hybridisation of logics" and "Separation of logics". The following paragraphs describe the literature that explains how hybridisation and both temporal and spatial separation can be used to navigate the tensions.

The hybridisation of logics: To reconcile multiple logics one approach is to create a single hybrid logic (i.e. blend logics) resulting in aligned goals and missions across the organisation (De Clercq and Voronov, 2011; Haigh and Hoffman, 2014; Jay, 2013). An example is a case of a "finance", and conflicting "development" logic was creating a hybrid "microfinance" logic (Battilana and Dorado, 2010), or creating novel combined social missions and business

ventures (Greenwood and Suddaby, 2006; Mair and Martí, 2006; Smith et al., 2013). The hybridisation of logics can be accelerated with targeted hiring and training to effectively facilitate either onboarding individuals with specific logics or developing specific logics. Empirical work on microcredit by Battilana and Dorado (2010) explores the impacts of hiring "logic agnostics", e.g. new team members that were not previously immersed in either original logics who could be onboarded with an emergent hybrid logic. An alternative approach described in the literature is effectively managing the tension of multiple logics within an organisation, from an individual leader perspective, creating a reconciled vision for self and team members (Smith et al., 2012). Sharma and Good (2013) discuss middle managers' role (acting as social intrapreneurs) in generatively addressing the contradictory demands of social and profit logics, and maintaining a hybrid logic. Lewis (2000) considered the hybrid work on dialectics, where the emergent hybrid logic may create a new state of contradictions with other logics in the business. Mair et al. (2015) in their work on the governance of hybrid organisations distinguish between the path of "dissenting hybrid" [logics], where logics are combined or form a new single logic, and the path of "conforming hybrid" where one logic becomes prevalent; further recognising that "research has recognised but not problematised the issues of dual logics in organisations".

Separation of logics: A second approach to addressing the tensions that multiple logics present to the social intrapreneur, is to separate the plural logics through temporal separation or spatial separation. In temporal separation, the organisation oscillates between logics over a time period, for example establishing a revenue stream in early years (business logic) and then moving to a development logic when revenues support this (Jay, 2013; Kennedy et al., 2015). By contrast, organisational separation is either via structural forms such as divisions, e.g. microfinance division and large accounts division, or departments, e.g. CSR department and operations department, orientated predominantly to one field logic (Battilana and Dorado, 2010; Kistruck and Beamish, 2010). A further separation mode is via internal and external

intrapreneurship solutions such as partial or complete subsidiaries, or joint ventures and partnerships (Kistruck and Beamish, 2010; Nielsen, 2000), effectively separating the two logics. This form may appear as a social venture separated from an organisation's primary profit engine or an innovation lab type of approach (Lee and Jay, 2015; Mair, Mayer and Lutz, 2015). Castellás, Stubbs and Ambrosini (2019), propose a response model to institutional and organisational pluralism. Their model proposes a process approach to organisational responses to the pluralism that incorporates separation or decoupling of logics, and stages of negotiating and aggregation of and selective hybridisation of the logics.

A complexity revealed in the literature is reactions and responses to field logics that act as sources of new tensions. The separation of field logics both temporally and spatially, as a navigation strategy, are good examples of navigations (reactions or responses) with the potential to result in the generation of new tensions. For example, the navigation strategy of spatially separating tensions, created by field logics (Battilana and Dorado, 2010; Kistruck and Beamish, 2010) within an organisation, creates a potential for further organisational polarisation. Tensions emerge from the polarisation of individuals to either align with one or other separated logic. These choosing behaviours, both at an individual and organisation level, are described in Lewis (2000) and Smith et al. (2012). This need to choose and align with a specific logic may result in subgroups in the organisation (Lewis, 2000), and defence of these new architectures (Vince and Broussine, 1996) and adherence or migration to a single field logic (Besharov and Smith, 2014; Mair, Mayer and Lutz, 2015), potentially at the expense of the other logic.

Considering the sometimes-paradoxical nature of plural field logics, and the navigation through this paradox with a separation of logics within an organisation; one possible outcome is polarisation within the organisation (a new source of tension), indicating a generative nature of paradoxical tensions. The navigation may act as the antecedent of new tension. The second example

of the generative nature emergent from the navigation of a primary tension is the impact of hiring logic agnostics, as discussed by Battilana and Dorado (2010). In this case, a generated tension was seen to develop between antecedent logics and the emergent hybrid logic (logic agnostics).

2.2.8.3 Multiple or confictions of performance outcomes

The third grouping of tensions, observed in the SLR, are those arising from unclear or contradictory performance goals. The sources of these tensions identified from the literature for social intrapreneurs emanate from performing paradoxes, where the results demonstrated in a mixed logic organisation can result in both success and failure at the same time (Battilana and Dorado, 2010; Jay, 2013; Smith et al., 2012; Tracey, Phillips and Jarvis, 2011). An example is Aspire, a social venture that delivered success as a social enterprise; however, failure as a commercial venture (Tracey, Phillips and Jarvis, 2011). A second example is that of the Cambridge Energy Authority, where performance measured against the dual logics of social performance and market performance, varied longitudinally based on the organisational focus (Jay, 2013). It should be noted that these examples are at an organisational level rather than an individual level. A contemporary example of the conflict of performance outcomes when organisations simultaneously embrace both international policy goals such as the UN SDGs (United Nations, 2019), institutional logic arrangement (a logic) and the interaction with the business logic of MNC (van Zanten and van Tulder, 2018).

Performance paradoxes can be linked with a classical discussion of goal conflict in agency theory, from the perspective of the principal the goals of the (social) agent are contrary to their goals, e.g. a social outcome vs a business outcome. The problem looks different from the agent's perspective, where the balance of importance of the outcomes may be different. Conflicts between the interests of the agents and those of the principal need not be dominant or singular through the agent's lens, who may be engaged with multiple stakeholder interests (Shapiro, 2005). Smith et al. (2012) and Battilana and

Dorado (2010) highlight the negative impact on organisational performance when there are tensions between logics, from unclear or contradictory goals to organisational misalignment. One further challenge of contradictory logics is that of their temporal evolution potentially resulting in splitting, choosing, or polarising behaviours at an individual and organisation level (Lewis, 2000) and the tensions they create. For example, environmental actions within a framework of economic logics may lead to valuing environmental outcomes in economic terms, resulting in economic value being attributed to an environmental item (Castellas, Stubbs and Ambrosini, 2019).

Navigation of such tensions from both performance paradoxes and multiple performance outcomes, specific to individual social intrapreneurs, is little represented in the extant literature. Kistruck and Beamish (2010), discuss how (with a focus on organisational form) one aspect of the role of the social intrapreneur, is to help structure organisations so that the traditionally contradictory goals of social and financial objectives, become more complementary for stakeholders. Complementary to Kistruck and Beamish (2010) the work of Sharma and Good (2013), consider the middle manager as an essential social intrapreneurial agent, proposes that the role of the middle manager acting as a social intrapreneur is to balance the conflictions of social and profit outcomes, to meet the needs of all stakeholders.

2.2.8.4 Organisation vs individual values (mis)alignment

If field logics can be considered the rules of the game or institutional constructs (Dunn and Jones, 2010; Friedland and Alford, 1991; Schmid, 2004; Thornton, Ocasio and Lounsbury, 2012) and pluralism and resulting conflictions as engaging in more than one game at a time (Block and Kraatz, 2008), then, in contrast, considering personal values is how agents engage in the game (morally, motivationally and spiritually). Values go beyond specific actions or situations, and their abstract nature separates them from norms which are more specific to actions or situations (Schwartz, 2006, 2012). However, the literature on personal values is extensive, however considering a subset of values where social intrapreneurial individual value stances interface with those

of institutions and organisations, it appears in both the CSR and social entrepreneurial literature in this SLR.

When business decisions and activities conflict with individuals' ethics or values, individuals experience tensions and navigate conflicts (Carrington, Zwick and Neville, 2018). Change agents within organisations can experience ambivalence (Meyerson, 2004; Meyerson and Scully, 1995) or challenges of issue illegitimacy based on their beliefs and values if they diverge from those endorsed by the organisation (Meyerson and Scully, 1995). Such differences may challenge a reputation or career within an organisation (Sonenshein, 2016). Potential value tensions include economic philosophy and organisational values when interacting with social change agents beliefs and values (Sonenshein, 2016), and whether specific social issues are given meaning and legitimacy in organisations. In traditional intrapreneurship, a mitigation path can be the existence of a culture of innovation, enabling a positive effect on intrapreneurship legitimacy. (Gürsoy, 2016).

A framework is proposed by Hemingway (2005) when discussing social intrapreneurs and the interplay between personal values of the social intrapreneur and their organisations. This conceptual model considers managers' socially discretionary decisions and their organisational context and is supported by a later ethnographic study (Hemingway, 2013). The tension descriptor is that of value alignment, with the sources of tension being levels of misalignment between the social intrapreneur and their organisations. Hemingway (2005) proposes four states dependant on the individual and their organisation: In an organisation supportive of social initiatives two states exist that of an Active CSE, i.e. where personal values and organisational values align in a pro-social context and enable discretionary decisions in a socially entrepreneurial way, or a Conformist CSE, i.e. where the individual is pro-self yet conforms to the pro-social context. In a non-supportive organisational context, that of a Concealed (frustrated) CSE, i.e. the individual is pro-social

and finally Apathetic CSE, i.e. personal values and organisations values align in a non-pro-social context. The two modes of concealed mode and active mode relate to the execution of discretionary social behaviour.

A subsequent and similar categorisation of social intrapreneurs relative to their alignment with organisational values is proposed by Grayson (2014): exited (leave the company), exasperated, emergent and empowered. Furthermore, in an empirical study on employee attitudes to social initiatives explored in the construction industry, categories of engagement of employees with social initiatives committed (adds value to the company, society and jobs), indifferent, and dissident (social initiatives detract from their wealth) were identified (Rodrigo and Arenas, 2007). Rodrigo and Arenas (2007) also refine some of the challenges social intrapreneurs may experience in engaging leaders in their organisations and the employee base.

Paradoxes in prioritisation of values (Tetlock, 1986) and disagreement on prioritisation of social values (Mulgan, 2010: 41) in corporate and public contexts crime prevention vs childcare vs education, indicate tensions occur between social values enactment (Castellas, Stubbs and Ambrosini, 2019).

2.2.8.5 Themes of inclusion of social change agents

A thematic group of tensions in the SLR were clustered around tensions of identity and inclusion. There appear three elements of differentiation in the grouping based on the individual social change agent's inclusion. These three sources of tensions are inclusion vs marginalisation, conformance vs non-conformance and individual vs group identity contradictions.

Divergent identities among subgroups, and between subgroups and the organisation, may lead to belonging related tensions (Smith et al., 2013). Kisfalvi and Maguire (2011) in their work on Rachel Carson, indicate a social entrepreneur/institutional entrepreneur, must be tolerant of marginalisation. In a similar context, De Clercq and Voronov (2009, 2011) develop the notion of the

institutional entrepreneur both needing to "fit-in" to gain credibility and social capital, whilst at the same time "standing-out" with innovation and non-conformist ideas. Diochon and Anderson (2010) expand on this for the social entrepreneur highlighting the tensions between conformity vs innovation and interdependence vs independence.

In cases where there is a difference between the business and the individuals' values or ethics, the resulting tensions or conflict may be addressed by the coping strategy of identity modification. This modification may be the dynamic interaction between identities and organisations balancing and navigation of tensions and contradictions between a social agent and the organisational contexts, through identity (re)formation (Creed, DeJordy and Lok, 2010; Wright, Nyberg and Grant, 2012). This concept is discussed as identity modification or identity plasticity (Carrington, Zwick and Neville, 2018; Meyerson and Scully, 1995).

Identity formation may be audience-specific, and unique to context influenced by values (Carrington, Zwick and Neville, 2018). Similarly, social agents may respond to business and social mission conflicts with paradoxical identity mitigation, simultaneously embracing and distancing from contradictory identity demands (Ghadiri, Gond and Brès, 2015). The literature indicates that identity formation through the internalisation of institutional contradictions and tensions, and consequently identity reconciliation and role claiming, forms a reconciliation approach at an individual level and a macro level a sense-making approach to institutional contradictions (Creed, DeJordy and Lok, 2010).

Institutional entrepreneurship literature describes the sense-making process in an LGTG (Lesbian, Gay and Transgender) study of priests, and empirically derived a three-phase evolution of reconstructing the institutional entrepreneurial identity: internalisation of institutional contradictions (e.g. conflicting logics), identity reconciliation and role claiming (driving the change) (Creed, DeJordy and Lok, 2010). This is similar to the concept of praxis and its

three components, (1) actors' self-awareness and understanding of the existing conditions in which their needs and interests are unmet, (2) actors' mobilisation, inspired collective understanding of conditions and themselves and (3) actors' action to reconstruct the existing social arrangements (Bernstein, 1971 from Seo and Creed, 2002). Podolny (2007) takes this idea further in practitioner literature and utilises identity construction to create more resilient social movement networks.

A navigation of identity and conformity tensions that recurs in the literature is that of a small group or coalition formation addressing tensions associated with identity and inclusion. One perspective in the literature is that entrepreneurial action in organisations is not an individual actor activity but is a meso level activity of small groups (Dorado, 2013). This phenomenon appears in the institutional entrepreneurship and social intrapreneurship literature, both in practitioner and academic articles. Institutional entrepreneurship literature (Dorado, 2013; Leca and Naccache, 2006) and practitioner orientated social intrapreneurship literature (Grayson, McLaren and Spitzeck, 2014a; Light, 2006; Podolny, 2007) develop explanations of mitigations that coalitions and small groups can make while dealing with endogenous change in multiple logic situations. Furthermore, small groups and networks may foster common identities that reinforce the resolve of individual social intrapreneurs and entrepreneurs (Podolny, 2007), in the execution of change.

In addition to the navigations provided by small groups in fostering changes and identity formation, small groups can aid social intrapreneurs by addressing the risks of marginalisation by leveraging others' interpersonal bonds and legitimacy (Dorado, 2013) through the formation of alliances between similar, but not like-minded individuals. Groups can also support the process of dis-embedding (from norms and processes), and aid the change activities (Leca and Naccache, 2006). Finally, Capraro (2013) illustrates a tendency to naturally form coalitions to help others and mitigate risks through paradoxical business games' theoretical modelling.

An organisation's stance on social issues can enable grassroots social innovation, employee engagement, and favourable brand outcomes (Davis and White, 2015). The link between social innovators and external social movements has been discussed in the literature, suggesting that corporations may benefit from also recognising internal social movements (Dees, 1998a; Mulgan, 2006). Change agents engaged in an organisation's informal network and social movements have been shown to have an advantage in change success, independent of formal hierarchy (Battilana and Casciaro, 2013a:64). This advantage enabled more dramatic change outcomes for people who networked between un-connected groups, mostly containing non-resisters of change.

These positions suggest a collective element of the change agent as individuals who catalyse and implement change. This argument has been extended to include social intrapreneurial action (Davis and White, 2015; Schröer and Schmitz, 2016).

Table 4 Summary of thematic groupings identified in the SLR

Themes observed	Simple description	Variants on the theme (in the literature)	Example of the theme from the literature
Confliction of field logics	Generated for individuals when operating in two or more contrary field logics (plural logics), e.g. maximising profit (market field logic) or maximising the number of people helped (social field logic)	<ul style="list-style-type: none"> • Social logic vs market logics • Social logic vs profit logics • Sustainability logic vs short term gain • Stakeholder value vs shareholder value • Ethical brand vs affordable brand 	Battilana and Dorado (2010); De Clercq and Voronov (2011); Dacin et al. (2011); Diochon and Anderson (2010); Jay, (2013); Khavul et al. (2013); Tracey et al.(2011); Pache and Chowdhury (2012); Englund and Gerdin, (2018)
Reactions to confliction of field logics	In reacting to conflictions between field logics organisations and individuals can split or polarise teams, can attempt to create a hybrid logic. Forming either Temporal separating (e.g. Focus on Profit goals for year one and focus on Social goals when profitable), spatial separation through organisational segregation CSR group vs business group OR creating a hybrid culture (not profit or social logic but blended	<ul style="list-style-type: none"> • Temporal: either social or business logic defocused, and the tension of changing attention • Spatially: separated teams creating a “them and us” culture. Also resulting in embedded sub-cultures. • Hybrid cultures create tensions with a) incumbents, e.g. Social logics vs microfinance logic b) new entrants who either have traditional social or profit logics vs the blended logic 	Battilana and Dorado (2010); Jay (2013); Khavul et al., (2013); Tracey et al. (2011)Ghadiri, (2015); Englund and Gerdin, (2018); Haigh and Hoffman, (2014); Walker et al.,(2015)
Multiple or conflicting performance outcomes	When field logics are not aligned for the intrapreneur, there can be multiple and ambiguous performance outcomes, that can cause lack of clarity for the success of the initiative, e.g. did the initiative increase revenues but not increase the number of people helped, is this a success or a failure	<ul style="list-style-type: none"> • Revenue vs sustainability (goals and metrics) • Revenue vs employment of marginalised • Sustainability vs community action 	Jay (2013); Tracey et al. (2011) Mair et al. (2015)
Conflicting values	Organisations have a stance toward social logics, and individuals have value sets that define their social logics.	<ul style="list-style-type: none"> • Pro-social individual and non-social organisation • Pro-social individual and pro-social organisation however non-aligned social objectives • Pro-social organisation and non-social individual 	De Clercq and Voronov (2009, 2011); Grayson et al. (2014); Hemingway and MacLagan (2004) Hemingway (2013, 2005); Rodrigo and Arenas (2007)
Inclusion, conformity and identity contradictions	Tensions and navigations created when social intrapreneurs are marginalised from the core group due to lack of conformity or due to complex identity interpretations of others	<ul style="list-style-type: none"> • Fitting in vs standing out • Organisation vs individual identity expectation • Marginalised vs un marginalised groups or individuals 	De Clercq and Voronov (2009, 2011); Creed et al.(2010); Diochon and Anderson (2010); Kisfalvi and Maguire (2011); Seo and Creed (2002).
Mitigations	Reactions and responses to either institutional or organisational challenges, tensions or stimulus, Navigation models, Bootlegging, bricolage, working around, Shared value generation,	<ul style="list-style-type: none"> • Responses and reaction models for organisations and institutions • Details of response actions or reaction actions 	Augsdorfer (2005); Besharov and Smith (2014); Criscuolo, Salter and Ter Wal, (2014); Kanter, (1999); Mirvis et al.,(2016); Oliver, (1991); Santos et al.,(2015); Vince and Broussine, (1996); Crane et al., (2014); Jay, (2013); Smets et al.,(2015); Smith and Tracey, (2016)

2.2.9 Frameworks for tension and navigations

In the previous sections, the discussion has centred on the themes that emerged from the literature review, mainly focussed on tensions, sources of tensions experienced by social intrapreneurs or proxy change agents and the navigations, responses and reactions they may employ. This section discusses models and frameworks that were identified in the SLR.

Within the SLR, there were no models or frameworks identified describing a holistic view of either tensions or navigations specifically for social intrapreneurs. Some articles in institutional and social entrepreneurship literature consider groupings and possible frameworks of organisational tensions, e.g. Smith and Lewis (2011) dynamic model of organisational tensions and paradox. Furthermore, there are frameworks of responses and reactions to organisational and institutional stimuli, that could be considered proxies for navigations (Block and Kraatz, 2008; Santos and Pache, 2010; Smith and Lewis, 2011; Vince and Broussine, 1996). To ensure that the academic landscape around the phenomena is transparently discussed these models are contextualised in the following two sections covering frameworks of tensions and frameworks of responses and reactions (navigations).

2.2.9.1 A framework of paradoxical organisational tensions

Smith and Lewis (2011) present a dynamic model of organisational tensions and paradox. This model is conceptually based on paradoxical tensions (Lewis, 2000) and their manifestations at an organisational level. In later articles, this work is extended to tensions experienced in social enterprises ((Smith et al., 2013) and to the impact of contradictory logics (Besharov and Smith, 2014). It is summarised as represented within the Smith and Lewis (2011) model in Table 5. They use paradox theory to theorise a model of tensions consisting of Belonging, Organising, Learning and Performing tensions experience by social entrepreneurs. The model considers the intersections between tension groups, e.g. performing-learning tensions. Smith and Lewis (2011) draw on the

theoretical lenses of institutional theory, organisational identity, stakeholder theory, and paradox theory to understand the tensions between social missions and business ventures.

Table 5 Framework of organisational tensions

Tension-type	Brief definition
Performing tensions	emerge from divergent outcomes such as goals, metrics, and stakeholders
Belonging tensions	emerge from divergent identities among subgroups, and between subgroups and the organisation
Learning tensions.	growth, scale, and change that emerge from divergent time horizons
Organisation tensions	emerge from divergent internal dynamics such as structures, cultures, practices, and processes

Source Smith and Lewis 2011

Some perspectives mostly from the SLR literature dealing with institutional entrepreneurs, social intrapreneurs and traditional intrapreneurs (i.e. endogenous change in established organisations), do not fit the Smith and Lewis (2011) framework well. Furthermore, there are specific circumstances that do not appear to fit the framework, for example, Camelo-Ordaz et al. (2011) indicate that from a study on small businesses, intrapreneurial behaviour at an individual level decreases with age of the individual and organisational size, as did increasing organisational and field maturity (De Clercq and Voronov, 2009, 2011). From these studies, an older intrapreneur in a large mature organisation in a highly mature field may experience additional tensions and struggles to exhibit intrapreneurial behaviour.

2.2.9.2 Literature describing navigations and frameworks of navigations

In this synthesis of the literature, the label of navigations, e.g. guidance and direction that will lead to the desired outcome (Fleming, 2018), is used to consider responses, reactions, and mitigations from the actions of individual social agents when addressing tension stimuli. This usage of the label navigation is not unique previously utilised in similar contexts by Jay (2013) when considering managing reactions and

responses to paradoxical field logics in social agency and Carrington, Zwick and Neville (2019) considering responses to value conflict for social intrapreneurs.

The pairing of analysis of tensions and navigations in a paradox perspective emphasises the need to examine actors responses to paradoxical tensions (Lewis and Smith, 2014). These responses may be moderated by emotions, resulting in defensive or strategic responses or innovation (Lewis, 2000; Vince and Broussine, 1996). The following section on navigations considers social intrapreneurial and adjacent frameworks of navigations in the extant literature before considering the details of navigation types such as bootlegging and shared value generation.

The literature of navigations (responses, reactions and mitigations) enacted specifically by social intrapreneurs is sparse and offers no unified theories or tested framework for organising navigations at an individual level. However, within social entrepreneurship, institutional entrepreneurship, innovation studies, and paradox literature, various theories and frameworks are suggested for strategic institutional demands, manager demands, paradoxical situations, and subsequent responses and reactions (i.e. navigations) to these stimuli. The SLR output appears segmented as either reactions (Periac, David and Roberson, 2018; Smith and Lewis, 2011; Vince and Broussine, 1996), responses (Greenwood et al., 2010; Pache and Chowdhury, 2012; Pache and Santos, 2012; Poole and Van De Ven, 1989; Santos and Pache, 2010) or mitigations (Battilana and Dorado, 2010; Kistruck and Beamish, 2010) to organisational and institutional tensions experienced by both innovators and social actors. The distinction being reactions are a more intuitive/automatic actions and responses are a slower and deliberative process that considers the available options (Krajbich et al., 2015).

Further contextualisation of the literature, highlights variants on the types of navigations be they defensive (Periac, David and Roberson, 2018; Vince and Broussine, 1996), reactionary to tensions (Smith and Lewis, 2011), strategic (Poole and Van De Ven, 1989), responses to management demands (Battilana and Dorado, 2010; Block and Kraatz, 2008; Jay, 2013; Pratt and Foreman,

2000) or responses to institutional demands (Jay, 2013; Santos and Pache, 2010; Smith and Lewis, 2011) or more nuanced positive responses (Periac, David and Roberson, 2018).

A number of these articles suggest frameworks of navigations (within organisations and institutions) as defensive responses. Two such models contain, three defensive reactions of acceptance, confrontation and transcendence (Smith and Lewis, 2011) and six defensive responses to a paradox: splitting the tensions, projecting the conflicting attributes, repressing the experience, regressing to a previous state when the tensions were not salient, reinforce the opposing the tensions (reaction), and ambivalence to create distance from the tensions (Vince and Broussine, 1996). Both these models are limited by the focus only on reactions, and not responses to tensions, indicating a more reactionary mode to tensions. The Vince and Broussine (1996) model implies protecting the individual under tension rather than resolution or navigation of the tension.

It is believed that the social intrapreneurial navigations operate beyond reactions and defence, and require responses (that address the tensions), rather than reactions. An Empirical study of institutional navigations proposes segmenting, switching, bridging, and demarcating, through which individuals balance conflicting yet complementary institutional demands as a framework for navigations (Smets et al., 2015). On a similar theme, Smith and Tracey (2016) expand on navigations for social entrepreneurs where responses to competing organisational demands can be through forms of acceptance, defensive, reject and resist or paradoxical framing and Salim Saji and Ellingstad (2016) discuss the use of words for framing social innovation within technology companies.

Sharma and Jaiswal (2018) in considering changing cognitive frames in social innovations in businesses discuss acceptance, defensive, integrating (which includes: differentiating, humour, segregating and framing) as navigations for social change actors to manage tensions, through paradoxical to business case

to business evolution of cognitive change. Castellás, Stubbs and Ambrosini (2019) propose at the interface of social entrepreneurship and institutional logics the acts of separating, negotiating, aggregating, and subjectively assessing, can form navigation strategies for social actors in organisations with value pluralism (especially in hybrid organisations).

A conceptual framework that considers both defensive (Projection, Denial, Ambivalence, Reaction formation, Splitting, Regression) and positive responses (Passive acceptance, Active acceptance, Synchronic differentiation, Diachronic differentiation, Synthesis, Reframing, Clarification of contradictory injunctions, Meta–communication) to paradoxical tensions from an agent perspective is proposed by Periac, David and Roberson (2018). This approach was developed based on considering social innovation and its role in implementing the UNSDG's (United Nations, 2019).

Table 6 Literature of responses and reactions to demands and tensions

	Responses to Strategic institutional demands	Reactions to plural logic and values	Strategic responses to tensions	Responses to Managerial Demands	Reactions to tensions	Defensive reaction	Defensive and positive responses to paradox
Authors	Jay (2013); Santos and Pache (2010); Clemens and Douglas (2005; Oliver (1991)	Castellas, Stubbs and Ambrosini, (2019) Smets et al. (2015)	Poole and Van de Ven (1989)	Battilana and Dorado, (2010); Block and Kraatz, (2008); Jay (2013); Pratt and Foreman (2000)	Lewis (2000); Smith and Lewis (2011)	Vince and Broussine (1996)	Periac, David and Roberson (2018)
Key elements	Compromise Avoidance (decoupling) Defiance Manipulation Acquiescence	Segmenting Demarcating Bridging logics Setting boundaries Swapping between priorities Applying subjective assessment	Acceptance Spatial separation Temporal Synthesis	Deletion Compartmentalization Augmentation Synthesis Hiring and Socializing new logics	Acceptance Confrontations Transcendence	Splitting Projection Repression or denial Regression to past working behaviours Reaction formation Ambivalence	Defensive Projection Denial Ambivalence Reaction formation, Splitting, Regression Positive responses Passive acceptance Active acceptance Synchronic differentiation Diachronic differentiation Synthesis, Reframing Clarification of contradictory injunctions Metcommunication

Source: Multiple Authors, listed with institutional focus on the left-hand side where possible, as detected in the SLR.

2.2.9.3 Navigations in the literature

The literature review has focused on frameworks of navigations in the earlier section. However, the SLR reveals that many navigations are not formed into frameworks but describe specific navigation actions. These are collected in this section by considering navigations of concealment, legitimacy generation including shared value and framing, the impact of traits and the role of political skills.

There are several examples of navigations related to concealment, throughout the literature and often grounded in the intrapreneurship (corporate entrepreneurship) literature and overlaps into the areas of institutional entrepreneurship, (internal) activism and social intrapreneurship. Concealment navigations are variously labelled as, bootlegging⁴ (Criscuolo, Salter and Ter Wal, 2014; Globocnik and Salomo, 2015; Krueger and Buchwald, 2019; Sakhdari and Jalali Bidakhavidi, 2016), under the radar (Davis and White, 2015; Dovey and McCabe, 2014; Elkington, 2008a; Grayson, McLaren and Spitzeck, 2014b; Hines and Gold, 2015; Micelotta, Lounsbury and Greenwood, 2017; Onsongo and Walgenbach, 2015), and stealth (Carrington, Zwick and Neville, 2018; Criscuolo, Salter and Ter Wal, 2014).

In its original sense bootlegging focusses on the R&D in large organisations and specifically at the research phase of a program, when intrapreneurs pursue self-defined innovations in a concealed or secretive manner (Augsdorfer, 2005), and without official authorisation by the organisation or the management team (Krueger and Buchwald, 2019). The motivations to use this navigational form include R&D activities or personal ideas and projects that have no formal organisational support (Criscuolo, Salter and Ter Wal, 2014; Krueger and Buchwald, 2019; Sakhdari and Jalali Bidakhavidi, 2016). These ideas may be

⁴ *The author acknowledges a great debt to Dr. C. Hemingway, and Prof. S. Vinnicombe for insights on the relevance of the bootlegging literature. Additionally, for transparency of method it should be noted that the bootlegging articles were added outside of the SLR search*

un-supported or pre-supported, e.g. ideas that require further understanding and development before gaining acceptance (Micelotta, Lounsbury and Greenwood, 2017).

The advantages of the reduced profile of the initiative, to the innovator, are that scrutiny and accountability to the organisation are postponed, and potentially problematic justification paths in large organisations (Criscuolo, Salter and Ter Wal, 2014) and early organisational resistance (Micelotta, Lounsbury and Greenwood, 2017) are avoided or reduced. Furthermore, the concealed nature means increased autonomy, little supervisory control (Augsdorfer, 2005). Furthermore, the innovator can determine the means and the ends of the innovation (Criscuolo, Salter and Ter Wal, 2014), and the communication and engagement decisions when exposing the innovation (Globocnik and Salomo, 2015).

Disadvantages of bootlegging relate to the subversive or deviance (from norms) nature of the activity (Globocnik and Salomo, 2015; Hysing and Olsson, 2018; Krueger and Buchwald, 2019). An organisation's intolerance of deviance could result in sanctioning and negative impacts on the bootlegger's career, reputation or invention. A second challenge is resourced based, as innovators need to provide their own resources or reconcile the usage of unauthorised resources (Globocnik and Salomo, 2015). Ultimately the stealth innovator must deal with the paradoxical stance of simultaneously engaging in compliant and deviant innovative behaviour, in their organisation (Krueger and Buchwald, 2019), and the personal impact of remaining unnoticed (Globocnik and Salomo, 2015).

From an organisations' perspective, bootlegging has been associated with higher innovative performance levels (Criscuolo, Salter and Ter Wal, 2014; Krueger and Buchwald, 2019); however, the organisation gives up control and direction of under the radar innovations in their early stages. The literature indicates that bootlegging has more utility with individuals with some level of

innovation legitimacy, e.g. R&D professionals (Salter, Criscuolo and Ter Wal, 2014) and self-efficacy related to innovation (Globocnik and Salomo, 2015; Krueger, Reilly and Carsrud, 2000). Furthermore, organisations with higher innovation acceptance levels, strategic autonomy and rewards for innovation, tolerate bootlegging more broadly (Criscuolo, Salter and Ter Wal, 2014; Globocnik and Salomo, 2015). Bootlegging, stealth, and under the radar activities reiterate a discretionary nature in their pursuit of the intrapreneurial activity, the often unauthorised (Krueger and Buchwald, 2019) element of the behaviour, and the focus on activities that have no formal organisational support (Criscuolo, Salter and Ter Wal, 2014), indicate the initiative is at the innovators choice.

Another cluster of navigation types identified in the literature was related to framing and communicating the idea, including idea promotion, framing (Carrington, Zwick and Neville, 2018; Garud and Giuliani, 2013; Purdy, Ansari and Gray, 2019; Sonenshein, 2016) and issue selling (Alt and Craig, 2016). These articles describe that intrapreneurs, entrepreneurs and social intrapreneurs alike, utilise frames to shape what they see possible, in contexts that their audience understands. This framing of ideas aids the actors in influencing both organisations and institutions, shaping narratives to be tailored to the audience (Alt and Craig, 2016; Garud and Giuliani, 2013; Purdy, Ansari and Gray, 2019), creating relevant business cases (Carrington, Zwick and Neville, 2018) and transforming blurry or risky concepts, into a safer issue (Sonenshein, 2016). Alt and Craig (2016) address this specific navigation for social intrapreneurs at an individual level, describing the process of selling and crafting messages for social initiatives in for-profit enterprises, that are to some extent in conflict with the dominant logic of the organisations. Alt and Craig (2016) utilise institutional theory and framing to consider the selling and messaging of social innovation through the lens of high or low compatibility with the organisation's goals.

Socially oriented innovations can be legitimated in for-profit organisations through the work of bottom-up change agents (Alt & Craig, 2016), relating framing to a broader cluster of articles in the SLR literature related to the generation of legitimacy for the social innovations in existing organisations. To secure access to resources, social innovators need to establish legitimacy for their initiatives (Verleye et al., 2019). Through legitimacy generation, the social change agent may encourage top managers to support the initiative, which can signal to the organisation that the initiative has legitimacy, resulting in an allocation of resources (Sonenshein, 2016; Verleye et al., 2019). This action potentially reinforces the organisational pro-social stance due to consistency between meanings and actions (Castellas, Stubbs and Ambrosini, 2019; Li, 2017; Sonenshein, 2016). In contrast, by not legitimising top managers may both sanction the social agent (for surfacing the innovation) and not allocate resources (Sonenshein, 2016) with the potential that the social innovation is driven into concealed innovation (see above section on bootlegging and stealth).

Legitimacy may be considered a collective phenomenon; however, legitimacy judgements occur at the individual level. In a paper dealing with the compatibility of multiple logics, Besharov and Smith, (2014) describe a framework of implications of multiple field logics within an organisation. Their framework describes the generated conflict at an organisational level (and not an individual level). The framework describes four possible configurations *Dominant* field logic, where one logic has a central function in the organisation, and the other logics are peripheral; thus the logic is highly prescriptive then there is little or no conflict. *Estranged* where there is one logic having a central function there exists increased prescriptive contradiction between logics. *Contested* with multiple logics core to organisational functioning, and they are contradictory. *Aligned*, where multiple logics exist but are compatible, e.g. shared value generation and minimal conflict generation. Finally, Verleye et al. (2019) recognise there is further empirical research required on understanding the process of establishing legitimacy for social innovation.

Business and society literature discusses that social missions and economic achievement can be mutually accomplished; corporations' potential role in society is creating shared value. (Michelini and Fiorentino, 2012; Osorio-Vega, 2019; Porter and Kramer, 2011). The concept of shared value is attractive to both academics and business practitioners because of the promise of creating both business and social value simultaneously enhanced profitability while simultaneously creating positive social impact (Furst, 2017; Michelini and Fiorentino, 2012; Porter and Kramer, 2011; Tracey and Stott, 2017).

Furthermore, shared value plays a role in how both change agents and their sponsors' position and frame social innovation (Alt and Craig, 2016; Besharov and Smith, 2014; Salim Saji and Ellingstad, 2016).

Shared value is not only pertinent to a for-profit business; shared value is relevant to social enterprise (Sinthupundaja, Kohda and Chiadamrong, 2020) and hybrid organisations (Michelini and Fiorentino, 2012). Effective generation of shared value reduces some distinctions between for-profit and not-for-profit organisations in social innovations (Michelini and Fiorentino, 2012; Porter and Kramer, 2011), e.g. better-educated children will be tomorrow's knowledgeable workers.

Crane et al. (2014) contests some of the benefits of the shared value concept and discusses the persistent conflicts of logics, even when a shared value is generated. This counter view is amplified by Smith and Tracey (2016) who consider divergent social and business goals to compromise both objectives; in contrast to more uncomplicated win-win positioning in much of the shared value literature. Social entrepreneurs and corporations often frame social and environmental problems as market opportunities (i.e. shared value generators), rather than their true nature which is a trade-off between tensions, and a compromise (Smith and Tracey, 2016).

Traits, motivations and characteristics literature themes

Within the positioning section, 2.1 traits were lightly addressed; they are expanded in this section. Choi and Majumdar (2013) consider that to

understand the actor understanding their traits, skills, behaviour, and motivations is critical in their work on social entrepreneurship. Furthermore, linkages of personality traits with start-up intentions (Koe Hwee Nga and Shamuganathan, 2010) and effect of a trait of compassion on social entrepreneurial activity (Miller et al., 2012) forms an active discourse. Although not directly related to the review questions, the SLR captures many articles that include descriptions of traits, characteristics and innovators motivations. These traits and characteristics build a foundation for understanding how and why social actors navigate tensions.

The literature appears to frequently repurpose themes of traits from one subgroup of innovators to others or creates generalisations of traits to all social innovators (Belinfanti, 2015). This section first reviews commonality in these themes or traits and then identifies themes that appear unique, such as exercising political skills as a navigation. Towards the end of the section, the apparent over-emphasis of traits in social actor research are discussed.

Social intrapreneurs share common traits with other types of innovators (Belinfanti, 2015), and entrepreneurs and intrapreneurs appear to be little differentiated in characteristics (Mair and Martí, 2006; Urbano, Alvarez and Turró, 2013); furthermore, the relationship between social intrapreneurs, entrepreneurs, innovators, and CSR/sustainability actors is fluid, with the adoption and assimilation by one group of traits and strategies from the other (Belinfanti, 2015). Furthermore, social entrepreneurs and social intrapreneurs are united in their quest or motivation to create social value (Idowu et al., 2013).

With these broad commonalities, themes of traits emerging from the SLR are unsurprisingly broad. For example, innovators and social innovators alike are described as exhibiting traits of persistence, autonomy, risk-taking, goal orientation, high motivation while demonstrating empathy for stakeholders along with a dedication to creating social change (Belinfanti, 2015; Mulgan,

2006; Mulgan et al., 2006; Schmitz and Scheuerle, 2012; Schröder and Schmitz, 2016). Additional characteristics of cross-functional and cross-sector action and stakeholder inclusive and emotionally and context intelligent communicators and skills in networking and listening (Austin and Reficco, 2009; Brenneke and Spitzeck, 2010; Hemingway, 2005; Moore and Westley, 2011; Schmitz and Scheuerle, 2012).

A more complex trait is that of the concept of a paradox mindset, considered as an ability to moderate the relationship between experiencing tensions and job performance and innovation (Miron-Spektor et al., 2018); relatedly, Kisfalvi and Maguire (2011) highlight a need for agency-orientated behaviour and a strong need to deliver performance whilst exhibiting a tolerance of being marginalised, for social change agents.

In the literature on sense-making traits, Dacin, Dacin and Matear (2010) and Sinha and Srivastava (2013) discuss overcoming resistance to change through imagination, judgment and status as necessary. This overcoming resistance is reiterated in frequent discussions of resiliency and persistence for innovators and social innovators alike. For example, the resiliency and persistence of the individual intra/entrepreneurs play an essential role in overcoming the resistance to change (Dacin, Dacin and Matear, 2010; Kisfalvi and Maguire, 2011; Sinha and Srivastava, 2013). These traits are extended into the role of the social intrapreneur with mention of resiliency and persistence as a trait (Alt and Geradts, 2019; Grayson, McLaren and Spitzeck, 2014a; Hadad and Cantaragiu, 2017; Schröder and Schmitz, 2016) and descriptions of proactive, action-oriented, creative, and courageous traits in addition to being innovative (Brenneke and Spitzeck, 2010; Schmitz and Scheuerle, 2012).

One difference in traits, or the emphasis on traits between social intrapreneurs and some social entrepreneurs, appears to exist. Due to their socially innovating position in an existing organisation, they need to see connections between their organisation's capabilities and outside societal needs (Belinfanti,

2015). Often needing to leverage their corporation's business model to create products, services and solutions and evolve the corporation's societal interaction in a way that generates shared value (Belinfanti, 2015; Carroll, 2015; Michelini and Fiorentino, 2012; Mirvis et al., 2016; Porter and Kramer, 2011), whilst taking into account the survival of the organisation (Alt and Geradts, 2019; Belinfanti, 2015; Elkington, 2008a; McGaw and Malinsky, 2020). A summary of traits of innovators and social innovators captured in this SLR is more fully documented in Appendix I.

Political skills and traits of social intrapreneurs

The political nature and political skills⁵ used to navigate organisations are linked frequently with traditional innovation, intrapreneurship and change management. From early articulation of organisations as political arenas with varying degrees of confrontation, conflict, and alliance building (Mintzberg, 1985), it is considered that initiative execution and career success is in part dependant on agency within such a political environment, and the use of political skills (Ferris et al., 2005, 2007). Political behaviour is considered the use of informal influence to secure desired outcomes unavailable through company-prescribed means, including pursuing personal goals instead of those that benefit the group or organisation (Hochwarter et al., 2020).

Building on Mintzberg, various authors have considered political skills include the exercising of manipulation, negotiation, persuasion, understanding, influencing and motivating others in the process of building vision and alignment around goals (both self and organisational) (Braddy and Campbell, 2014; Ferris et al., 2007; Gallagher, Porter and Gallagher, 2019; Maher et al., 2018). Successful execution of political skills enables building political capital. Political capital is a source of power in organisations and can influence resources, status, and legitimacy available to individuals and groups to affect

⁵ *The author acknowledges a great debt to Dr C. Hemingway, and Prof. S. Vinnicombe for insights on the relevance of the political nature of (social) intreprenurship. Additionally, for transparency of method it should be noted that the emphasis of the interplay of traits with political skills were added outside of the SLR search*

organisational decisions, actions, and outcomes (Ocasio, Pozner and Milner, 2020).

Innovation is complex within organisations often requiring cross-functional collaboration at leader and employee levels, working with differing power structures, negotiations and stakeholder alignment, in short, exercising political skills (Dovey and McCabe, 2014; Lakshman and Akhter, 2015), similarly political, regulatory and technological aspects act as enablers or disablers of entrepreneurial efforts (Eckhardt and Shane, 2003). Some academics also view institutional entrepreneurship as a highly political process (Garud, Hardy and Maguire, 2007; Garud, Jain and Kumaraswamy, 2002; Seo and Creed, 2002).

Political skills such as social astuteness, interpersonal influence, networking ability and apparent sincerity have been empirically investigated with respect to entrepreneurial intentions (Phipps and Prieto, 2015). With relationships being identified between networking ability and social astuteness with entrepreneurial intentions (Phipps and Prieto, 2015). Furthermore, Grosser (2014) proposed that political skill played a role in the successful initiation of innovation but was moderated by the strength of the innovators social networks. Other authors have described manipulation, negotiation, persuasion, understanding, influencing and motivating others in the process of building alignment around self and organisational goals as further manifestations of political skills (Braddy and Campbell, 2014; Ferris et al., 2007; Gallagher, Porter and Gallagher, 2019; Maher et al., 2018). Maher et al. (2018) observed that politically skilled individuals strategically employed and avoided particular workplace political behaviours.

There is a significant overlap in these depictions of political skills with discussions of traits and motivations of intrapreneurs, entrepreneurs and social intrapreneurs discussed in the prior section.

Although the above literature is intrapreneur centric a few articles extend into the political agency of inside activists (Hysing and Olsson, 2018), and political risk-taking of social intrapreneurs (Schmitz and Scheuerle, 2012), as a necessary part of moving forward social initiatives. Both political skills and reputation building through political skills are important in building trust (social capital) in organisations; these skills and reputation, aid effective initiation and execution of sustainability initiatives (Gallagher, Porter and Gallagher, 2019; Ocasio, Pozner and Milner, 2020).

Political aspects of social intrapreneurs are intrinsic to intrapreneurship, and the intensity of need for political skills is a differentiating factor between social intrapreneurs and social entrepreneurs. Social intrapreneurs operate in organisations designed for a different purpose, and navigating these systems requires a high level of political skills (Alt and Geradts, 2019).

Motivation and personal values

This section considers social intrapreneurs' motivations to start and continue social actions, and the personal role values may play. Values refer to beliefs that a mode of behaviour (instrumental values) or an end-state or goal (terminal values) are personally or socially preferable to alternative behaviours or outcomes (Rokeach, 1973; Schwartz, 2006). "Values are a motivational construct" (Schwartz, 2006: 1) and are important in understanding individual motivation (Shao, Resick and Hargis, 2011).

Values go beyond specific actions or situations (and are distinct from norms) and are linked to motivations or motivational goals (Schwartz, 2006, 2012). Hemingway (2005, 2013) considers the intersection of personal values and the discretionary elements of SR, and their impact on constraining and enabling agency in a for-profit context. Personal values play a role in activism (explicit or concealed) and the converse, abdication when applied to individual managers' CSR practice and the prioritisation of values (Carrington, Zwick and Neville, 2018; Hemingway, 2019; Idowu et al., 2013). Empirically it has been

illustrated how employees' personal values can shape social innovation choices in predominantly for-profit organisations (Dabic, Potocan and Nedelko, 2017; Hemingway, 2013). When considering employees that engaged in discretionary CSR activity:

"Only a small minority of corporate social entrepreneurs emerged from this research. These were employees who had crafted their own jobs to incorporate a social agenda, driven by their personal values."

(Hemingway, 2019: 4)

Motivations for social intrapreneurial action go beyond a concept of static values, with life events and changes evolving situations forming a trigger for engagement. Turning points and momentous turning points form an example in life events are considered as part of a micro-foundations understating of CSR (Hemingway and Starkey, 2018) and to a lesser extent the circumstantial activist (Ollis, 2008, 2011). Moreover, Carrington, Zwick and Neville (2018) propose three enablers of activism: empowerment and psychological safety, moral shock, and morality praxis. The dynamic nature of motivations extends into life stage, life experiences and physical age (Camelo-Ordaz et al., 2011; Lévesque and Minniti, 2006; Schwartz, 2006, 2012; Urbano, Alvarez and Turró, 2013). Camelo-Ordaz et al. (2011) indicate that from a study on small businesses, intrapreneurial behaviour at an individual level decreases with age of the individual and organisational size, as did increasing organisational and field maturity (De Clercq and Voronov, 2009, 2011).

More broadly intrapreneurial motivations may be influenced by organisational contexts such as previous entrepreneurial experience, competences and opportunity detection. (Urbano, Alvarez and Turró, 2013). These may be coupled with organisational characteristics such as management support, autonomy and work discretion, rewards and reinforcement, time availability, and organisational boundaries enable intrapreneurial behaviour (Schmitz and Scheuerle, 2012). Most broadly personal values and intrapreneurial motivations

are influenced and shaped by cultural and national contexts (Arenius and Minniti, 2005; Koe Hwee Nga and Shamuganathan, 2010; Sinha and Srivastava, 2013; Sortheix et al., 2019; Urbano, Alvarez and Turró, 2013).

Over emphasis on traits and characteristics

Since the emergence of the discourse on social intrapreneurs focus has been on the organisation (context) and the outcomes of the socially intrapreneurial activity. In contrast, there has been limited focus on individuals' micro-level mechanisms that lead these social actions and outcomes.

In the literature, individual-level accounts of change agents are shaped by a heroic perspective, initially highlighted in cases of institutional entrepreneurs (Dorado and Ventresca, 2013; Fohim, 2017; Garud, Hardy and Maguire, 2007; Khan, Munir and Willmott, 2007; Thornton, Ocasio and Lounsbury, 2012; Willmott, 2011; Wright and Zammuto, 2013) where the change agent is depicted as a hero on a journey, often obfuscating process details. Similarly for social entrepreneurship literature accentuates the individual entrepreneurs' traits while underemphasising the importance of social processes (Bacq, Hartog and Hoogendoorn, 2016; Dacin, Dacin and Matear, 2010; Helmsing, 2016; Huybrechts and Nicholls, 2012; Seelos and Mair, 2005; Sud, VanSandt and Baugous, 2009; Tokuda, 2018; Zahra et al., 2009), and often ignoring the negative or non-productive details of entrepreneurial action including stories of failure (Eckhardt and Shane, 2003; Weik, 2011). Ruebottom (2013) reiterates this with the exploration, the legitimacy or illegitimacy of the social entrepreneur through the rhetoric of heroic or villainous depictions. The literature of practice discussing the individual social intrapreneur further proliferates this social intrapreneur position as a corporate hero (Elkington, 2008a; Jenkins, 2018).

There is a limited discourse in the literature of the problematic nature of treating the social intrapreneur as a hero. When addressed these indicate the more traditional heroic entrepreneurial memes are a weak foundation for

understanding social intrapreneurs and may obscure social intrapreneurially processes or mechanisms (Carberry et al., 2019; Grayson, McLaren and Spitzeck, 2014b; Meyerson, 2004) or an accurate view of social impact (Grayson, McLaren and Spitzeck, 2014b).

The limited micro-analysis of the social intrapreneur, beyond traits and heroic actions, presents a scholarly challenge in understanding these complex phenomena. There are notable exceptions, Sharma and Good (2013) who investigated middle managers intrapreneurial roles and how they make sense of their multiple and contradictory institutional demands. The work of Hemingway (2005) and Hemingway and Maclagan (2004), who conceptually discuss socially intrapreneurial managers values, and the subsequent empirical study that validates this (Hemingway, 2013). Carrington, Zwick and Neville (2018) consider micro-level acts of individual managers acting as social intrapreneurs in practice. There are also works on navigations such as the need of the social intrapreneur to frame leverage, sell and negotiate a path within their existing organisations (Alt and Craig, 2016; Belinfanti, 2015; Davis and White, 2015), opportunity realisation and resource cooptation (Zhang and Zhang, 2016) and concept of intrapreneurial bricolage (Halme, Lindeman and Linna, 2012). All are contributing to a rich and interesting but fragmented perspective on the phenomena.

Understanding entrepreneurs by considering their traits or characteristics are important and necessary; however, it only gives a partial perspective. A complete understanding requires consideration of opportunities, and the agents' specific actions (Eckhardt and Shane, 2003). Radosevic (2010) highlights the challenges of person-centric entrepreneurship or traits research of entrepreneurs and suggests the systems and networks approach (Eckhardt and Shane, 2003) may be more productive; since person-centric entrepreneurship studies may lead to a one dimensional or overly narrow view of entrepreneurship (Radosevic, 2010). To counter the one-dimensional view consideration of entrepreneurship opportunities should be given (Radosevic,

2010). e.g. how enterprising individuals engage in valuable opportunities (Eckhardt and Shane, 2003), and enabling the exploitation of either new means or new ends (Kirzner, 1997).

Arend (2013) also highlights the limitations of the approach of using traits, motivation and emotion to describe social entrepreneurial action which neglects understanding aspects of the process such as the social entrepreneurial-opportunity nexus (Shane and Venkataraman, 2000) proposing research beyond behavioural explanation into theory building for drivers and mechanisms of the entrepreneurial action (Arend, 2013).

It is suggested that the same multi-dimension perspective would benefit the understanding of social intrapreneurs by considering their traits but also the actions and mechanisms they employ to exploit opportunities. This perspective suggests the social intrapreneur as an agent whose personal traits, characteristics and personal purpose are part of the understanding, however, that they are dependant on the constraints and enablements afforded by their interplay with their context and culture akin to Archer (2003) consideration of agency, structure and culture, and the subsequent paths they pursue.

2.2.10 Institutional change and the social intrapreneur

The following section starts by considering institutionalism and the concept of institutional change, introducing institutional entrepreneurship and then discussing the role of and the challenges presented to an embedded agent in enabling endogenous change. Links between the concept of institutional entrepreneurship and social intrapreneurship are then discussed. The section ends with a discussion of the insights institutional entrepreneurship concepts add academic to the concept of the social intrapreneur.

2.2.10.1 Institutionalism and institutional change

Institutions are commonly defined by "rules, norms, and beliefs that describe reality for the organisation, explaining what is and is not, what can be acted

upon and what cannot" (Hoffman, 1999: 351). These rules and norms constrain behaviour and enable effective and efficient reproduction of behaviours and activities favouring the institutional mission. Organisational and institutional norms shape organisational processes. Entrepreneurship, in contrast to institutionalism, promotes the introduction of new processes and norms. Institutional theories have extensively studied the way institutions, create, reproduce and tend to constrain the patterns, actions and choices of individuals, thus yielding standardisation in organisations (DiMaggio and Powell, 1983). A way of considering institutional norms is through social structures (rules and resources used in the reproduction of social systems) and agents' actions within these. The dualism of agency within structures is addressed by Giddens structuration theory (Busco, 2009; Periac, David and Roberson, 2018; Sewell, 1992), with social structures playing a dual role of both the medium and the outcomes within social systems (Sewell, 1992). Embeddedness within the structures can be created by myths, belief systems, cultural themes, diverting attention from the agent (Englund and Gerdin, 2018). Social structures, however, do not have any existence of their own beyond the acts through which they are (re)produced, they exist only virtually as they are (consciously or unconsciously) utilised (Busco, 2009; Sewell, 1992). Giddens argues that structures give a knowledgeable or politically skilled agent the capability to work in creative ways (Englund and Gerdin, 2018).

Part of the challenge of institutional change is the role of legitimacy. Legitimacy is an important element in institutional order (Thornton, Ocasio and Lounsbury, 2012), with those holding legitimacy to the current logic can generally more easily garner resources, since their actions are deemed aligned with the organisation's objectives. Legitimacy through myths and stories reinforces norms and embeddedness within the institution and reduces the institution's cognitive and coordination needs (Thornton, Ocasio and Lounsbury, 2012). Thornton, Ocasio and Lounsbury (2012) develop the concept of extant legitimacy reinforcing the extant logics, this legitimacy is composed of three

forms of legitimacy, that of regulative (conforming with legal and regulative boundaries), normative (conformity with moral norms and social obligations) and cognitive (conforming to a shared understanding of situations). To facilitate change, institutional entrepreneurs need to create new legitimacies. Greenwood, Suddaby and Hinings (2002) discuss the role of the narrative, e.g. using stories, myths and symbols to manipulate the extant legitimacy; forming and diffusing, through rhetoric a new cognitive legitimacy (Green Jr, 2004; Thornton, Ocasio and Lounsbury, 2012). These narratives create legitimacy for actions and the potential to create new institutional structures. Many of these processes include the thematic elements of reputation (social capital) or organisational legitimacy (Battilana, 2006; Ocasio, Pozner and Milner, 2020; Svejenova, Mazza and Planellas, 2007; Tracey, Phillips and Jarvis, 2011), both at the individual actor level showing legitimacy and the sponsorship of higher-level actors, which aids both understanding and evolution of the intrapreneurial action. Some academics view institutional entrepreneurship as a highly political process (Garud, Hardy and Maguire, 2007; Garud, Jain and Kumaraswamy, 2002; Seo and Creed, 2002).

2.2.10.2 The paradox of embedded agency

The institution (stability) and entrepreneurial (change) are brought together in the concept of institutional entrepreneurship. Institutional entrepreneurship refers to the:

"activities of actors who have an interest in particular institutional arrangements and leverage resources to create new institutions or transform existing ones" (Maguire, Hardy and Lawrence, 2004: 657)

These actors can be at an individual, organisational or institutional level. Institutional entrepreneurship is a useful concept that provides an understanding of endogenous change agents (and agency) within institutions (Garud, Hardy and Maguire, 2007). A challenge of the institutional entrepreneurship concept is the 'paradox of embedded agency' (Seo and

Creed, 2002: 223). The literature discussing the paradox of embedded agency addresses how agents are connected to but may act upon the social structures in which they are embedded (Englund and Gerdin, 2018). The concept considers the interplay between the embedded or the structure-centred part and the agency-centred part of the stance (Englund and Gerdin, 2018; Sewell, 1992). If actors are embedded in an institutional field that conditions their understanding and normative framework, then endogenous change is difficult; this is the paradox! How do actors enact change within the context which shapes them? (Englund and Gerdin, 2018; Garud, Hardy and Maguire, 2007; Greenwood and Suddaby, 2006; Seo and Creed, 2002; Weik, 2011). Embeddedness from an institutional context is described by Zukin and DiMaggio (1990) as having four levels: cognitive (mental processes and individual action), network (strong and weak ties), cultural (macro-level shared meaning), political (legal codes), and these aid in understanding how the agency can be catalysed.

The paradox of embedded agency is conceptually addressed through four approaches in the literature that describe how an embedded agent may drive institutional change and thus exhibit an institutional entrepreneur's behaviours. The first is that of un-embedded outsiders entering the institution (Kisfalvi and Maguire, 2011; Maguire and Hardy, 2009; Zietsma and Lawrence, 2010). External stimulus, is a second mechanism that may drive institutional change, relying on the actors to translating exogenous shocks (political, legal, technological, social) into endogenous change (Barely and Tolbert, 1997; Hoffman, 1999). The third is that of incompletely embedded agents envisaging new alternatives (Boxenbaum and Battilana, 2005) or internal innovators that institutional innovators are in peripheral positions (Zietsma and Lawrence, 2010).

The fourth mechanism for embedded agency describes an embedded agent that can envisage institutional alternatives whilst embedded. This embedded agent can either envisage boundary bridging (Greenwood and Suddaby, 2006;

Hargrave and Van De Ven, 2006) or acts as a knowledgeable agent, who applies a combination of imagination and judgment to envisage novel institutional alternatives (Dorado, 2005; Garud, Hardy and Maguire, 2007; Seo and Creed, 2002).

Mutch (2007) discusses the role of different types of reflexivity (see section 2.1.7) in enabling the imagination and framing of new institutional alternatives, proposing that the autonomous reflexive is most likely to frame new alternatives. Institutional entrepreneurs must break with existing rules and practices associated with extant institutional logics and institutionalise new and alternative rules, practices and logics (Battilana, 2006). The process that enables change is similar to processes described for social intrapreneurs and intrapreneurs involving framing, interpreting and addressing new processes in cases through new networks and coalitions. Also related to this is the capability to cognitively dis-embed, describing how an actor may sense the extant logic/structure and that alternatives may exist.

Two contributors to the process of dis-embedding can be considered as saliency and reflexivity at an individual level. Saliency: In the institutional entrepreneurship literature saliency is related to the early stage of dis-embedding of the institutional entrepreneur. Saliency describes the cognitive ability of the actor to identify their reality and logic and recognise that there could be other realities and logics (Creed, DeJordy and Lok, 2010; Delbridge and Edwards, 2008; Svejenova, Mazza and Planellas, 2007; Tracey, Phillips and Jarvis, 2011). Reflexivity: Creating a unique understanding of the tensions through reflexivity (with the actor considering both the context of the situation, and their place in that context, and how they impact it) and counterfactual thinking (creating possible alternatives to events that have already occurred, in contrast to what has already happened). Greenwood et al. (2002) discuss theorising a problem to make it visible; this theorisation of a situation can utilise reflexivity and counterfactual thinking.

Englund and Gerdin (2018) in their work on the paradox of embedded agency, reiterate the structure's strength in creating embeddedness in institutional structures. However, they also develop the dynamic nature of structure for individual agents. In this dynamic context tensions from contradictory social structures may arise, and that agents may experience multiple simultaneous social structures (Englund and Gerdin, 2018; Smets et al., 2015) or different agents may be involved in a unique combination of structures compared with other agents in the same organisation (Englund and Gerdin, 2018).

2.2.10.3 Dis-embedding from institutional structures or logics

Greenwood and Suddaby (2006) and Englund and Gerdin (2018) discuss that actors in institutions have varying degrees of embeddedness, based on their context within the institution. Contrary to the earlier discourse on institutions' constraining nature, extant structures may also enable change (Englund and Gerdin, 2018). The institutional can act as a catalyst of endogenous change due to limitations of extant institutional structures. These limitations of structures may include inadequacy (due to changing context), ambiguity (inconsistent replication giving opportunities for reinterpretation), generality (not context-specific), multiplicity (form contradictions in social structures) embeddedness (the agents vary in embeddedness), and reflexivity (present opportunities for self-reflection) (Englund and Gerdin, 2018). This concept forms the GIAMER framework of generic sources of institutionally catalysed embedded agency (Englund and Gerdin, 2018).

2.2.10.4 Social intrapreneur as a special case of an institutional entrepreneur

This systematic literature review proposes that institutional entrepreneurship theory offers some explanatory power to understand the social intrapreneur's role, which can be considered an embedded agent. Thus, it offers a set of concepts that can be applied to the social intrapreneur. The role of the social intrapreneur exhibits similarities to that of the embedded agent in institutional

entrepreneurship theory. Institutional entrepreneurs (Battilana, 2006; Kistruck and Beamish, 2010) and social intrapreneurs (Kistruck and Beamish, 2010; Sharma and Good, 2013) are drivers of endogenous change in either organisations or institutions that have extant logics that are contrary to the logic the intrapreneur wishes to advance. Furthermore, institutional actors need to be change agents, skilled at aligning their change programme to the conditions that prevail within the field in question (Austin and Reficco, 2009; Battilana and Casciaro, 2013a). The definitions of the social intrapreneur are those of "acting within an existing organisation", and "entrepreneurially enacting a social mission". Therefore, one might argue that the role of a social intrapreneur at an individual level is analogous to that of an institutional entrepreneur, and that social intrapreneurship may be considered a special case of institutional entrepreneurship.

The concept of a social intrapreneur as an institutional entrepreneur and the application of institutional entrepreneurship theory to social entrepreneurial activity at an organisational level is also not novel; however, research on the individual-level challenges and tensions appears not to have been fully explored for the social intrapreneur using embedded agency theory. Linkages between social entrepreneurship and institutional entrepreneurship (Battilana, Leca and Boxenbaum, 2009; Boxenbaum, 2014; De Clercq and Voronov, 2009; Dacin, Dacin and Matear, 2010; Grimes et al., 2012; Kisfalvi and Maguire, 2011; Mair and Martí, 2006; Smith et al., 2013) have been drawn. Furthermore, Boxenbaum (2014) highlights that Battilana, Leca and Boxenbaum (2009), draw links between these theoretical domains, and Bjerregaard and Luring (2012, 2013) and Sinha and Srivastava (2013) link conventional intra/entrepreneurship to institutional entrepreneurship, full details are given in Appendix J.

Sharma and Good (2013) place the middle manager at the centre of sense-making processes related to social intrapreneurship. The middle managers encounter sources of tensions created by pursuing social initiatives in for-profit

organisations at an individual level. Kistruck and Beamish (2010), focus on the effects of organisational structure in small and medium enterprises with the success of social intrapreneurs, directly linking the role of the social intrapreneur to that of institutional entrepreneurs:

"Organisations that engage in social intrapreneurship must deal with the institutional embeddedness that accompanies for-profit and non-profit forms in addition to the path dependencies created by their own individual actions" (Kistruck and Beamish, 2010: 736).

Furthermore:

"Social intrapreneurs must also undertake the role of institutional entrepreneurs, or perhaps more correctly, de-institutional entrepreneurs in fighting against extant logics." (Kistruck and Beamish, 2010: 736).

2.2.10.5 Further literature observations

Multi-Level models of social action

In a literature review of social entrepreneurs as multi-level phenomena, Saebi, Foss and Linder (2019) observe gaps at individual, organisational and institutional level treatments and propose a multi-level multistage framework. Other authors, for example, Sharma and Jaiswal (2018) consider a multistage model of changing cognitive frames, and Wijk et al.(2018) a three-level model (micro, meso, macro) for social innovation in an institutional entrepreneurial context. Furthermore, Avelino et al. (2019); Caroli et al.(2018) both propose structures within which to organise social innovation in a multi-level model and Besharov and Smith (2014) use a three-level model of institutional, organisation and individual when conceptualising multiple logics and the conflicts they create organisationally. Although not explicitly focused on social intrapreneurs or their tensions, all these works on social innovation indicate an emerging discourse in moving from a single level perspective to a multi-level treatment of social innovation and social innovation actors.

The literature on hybrid forms of enterprise

The discourse on hybrid forms of enterprise has evolved from an organisationally centric topic, focusing on form and function, and the implications to the enterprise, to consider hybrids as single organisational forms operating with multiple field logics (Haigh and Hoffman, 2014; Kennedy et al., 2015), and discusses conflicting logics in pro-social organisations and performance paradoxes exhibiting themselves in multiple logic organisations. Van der Byl and Slawinski (2015) develop a discussion of tension models of corporate sustainability efforts in a for-profit business. Herrera (2016) considers triggers for social activity (dis-embedding) in a hybrid type organisation. At an individual social intrapreneurial level, illegitimacy is a barrier for social agents in corporations (Sonenshein, 2016), and the value of communication networks for individual social agents (Salim Saji and Ellingstad, 2016) are considered in this literature. Hai and Daft (2016) discussion on missions in hybrids, expand on the concepts of performing paradoxes for social actors within hybrid businesses similar to Jay (2013), Lee and Jay (2015). Castellás, Stubbs and Ambrosini (2019) consider hybrid institutional and environmental responses to plural value commitments with a multistage model, drawing on the responses to tensions, addressing why sometimes multiple logics create tensions and conflicts and in other organisations, they blend (Pache and Chowdhury, 2012)

In summary, this literature's evolution associated with hybrid organisations appears to be increasingly migrating to describe single organisations with hybrid logics and extend into the concepts of tensions and navigations observed by individual social actors within for-profit organisations.

2.2.11 Literature summary and further research

This chapter's purposes have been two-fold, first to describe and position the phenomena of social intrapreneurs within domains of extant literature, secondly to ask of those literature domains, through a vehicle of a systematic literature review how the extant literature addresses the research questions of interest.

Limitations of this methodology and the specific execution of it are described in section 5.5.

Social intrapreneurship is linked within the literature to many adjacent (social) agency domains. The social intrapreneur is linked (or considered as having elements) of institutional entrepreneurship, social entrepreneurship, intrapreneurship, CSR, activism, and social innovation. Also, fields of institutional agency, paradox and reactions and responses to organisational and institutional pressures have been shown to inform the topic, as illustrated in Figure 13.

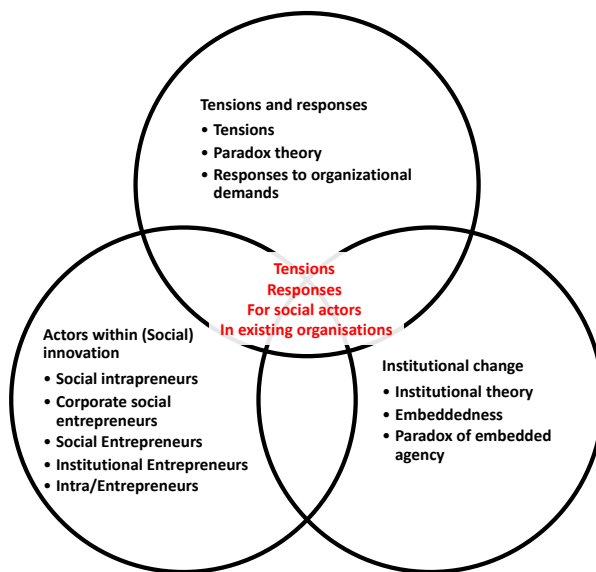
There appears to be no dominant theory or frameworks in the domain of social intrapreneurship at an individual level. On the positive side, direct literature on the social intrapreneur appears to be increasing in both volume and definitional approach, however, remains fluid and with contested labelling with the use of social intrapreneur, corporate social intrapreneur, corporate social intrapreneur and in some cases activist and institutional entrepreneur being used to describe the phenomena of interest to this research, i.e. change agents enacting social change within existing for-profit organisations. As discussed earlier for the purposes of this study, the label social intrapreneur will be used.

The direct literature on the social intrapreneur, often describes context and outcomes, or traits of social intrapreneurship, however, less so the challenges and mitigations of social intrapreneurs; therefore, a move towards understanding the micro-perspective of the process appears important. Following Eckhardt and Shane (2003) discussion of entrepreneurship that suggests understanding is better served by studies of the entrepreneurial process than individual entrepreneurs' traits. In this research, the same position is suggested for the social intrapreneur; research on social intrapreneur process and mechanisms rather than traits and outcomes.

In contrast, practitioner literature often considers issues and challenges for intrapreneurs; however, these are considered on a case-by-case basis, context unique, and often do not contribute to a more generic understanding of the phenomena.

This review's literature does not appear to directly explain the tensions and paradoxes experienced at an individual level by social intrapreneurs. However, the body of literature forms a suitable foundation for theoretically and empirically framing the research questions. Provide useful devices to problematise the social intrapreneur role in an existing organisation, and some insights into possible avenues of exploration.

Figure 13 Confluence of literature for social intrapreneurs tensions



Source: This study

2.2.11.1 Directions for future research

Social intrapreneurs as agents of social innovation within existing organisations (primarily for-profit enterprises) present an exciting and relatively understudied phenomena. At the confluence of multiple kinds of literature in management studies, this understudied phenomenon suggests a more in-depth analysis.

Literature exists in adjacent fields that can inform or form the basis of ideas that may be applied to the social intrapreneur.

Based on the motivation to unpack challenges and mitigations as to why social intrapreneurs are (or are not) influential in social innovation delivery in MNCs, it is suggested that a rigorous evidence-based exploration of social intrapreneurial tensions and navigations is constructed. Answering Alt and Geradts (2019) call for future research on how social intrapreneurs depart from business as usual and navigate path dependencies of profit maximising organisations in spite of institutional pressures. This call for further research is broad, and this study proposes exploring a subset, considering how empirical research could address, in MNCs, the questions of:

Primary research question:

"What tensions are experienced by social intrapreneurs?"

Secondary research question:

"What navigation strategies do these social agents deploy in response?"

This research has the potential to reveal a further empirical understanding of the uniqueness of the social intrapreneurial condition while answering the calls for more empirical studies of individual-level social intrapreneurism. The literature on social intrapreneurs continues to vie for a permanent position within academic discourse balanced precariously between CSR, social entrepreneurs, institutional entrepreneurs, intrapreneurs and internal activists.

3 Research methodology

This section has multiple objectives, positioning the researcher's philosophical stance, describing the selection of research method(s) and ultimately a description of the employed methods to deliver a rigorous, relevant and transparent attempt to contribute to the body of knowledge by addressing the research questions, which have been posed after analysis of the extant literature in chapter 2.

The chapter is organised as follows: The first section identifies potential philosophical stances of this study, and then positions and justifies the researcher's stance. Consideration is given to the possible range of personal assumptions of the nature of the world and knowledge (Ontological and Epistemological), their potential to consciously and unconsciously bias the interpretation of results. The researcher's personal stance is surfaced to provide transparency and enable congruency of the research design and the intended research outcomes to be validated.

The chapter continues with a section on data gathering, including research methodology and proposal of the best research strategy to gain knowledge on the research questions. The choice of method, in turn, leads to the consideration of appropriate data collection instruments. After identifying the data collection instruments, details are given of the population, sample framing, sample selection processes, data collection, data treatment and analysis methods for this study. The final section of this chapter presents observations of the research sample's demographics and a descriptive section of the sample as individuals and organisational members.

3.1 Philosophical perspectives

This section aims to discuss a range of assumptions of the nature of the world and knowledge (ontological and epistemological), concluding with the proposed

philosophical stance of this research relevant to the research questions and the researcher's research stance.

3.1.1 Research paradigms

Researchers generally have a range of pre-conceived assumptions based on prior experience that potentially influence their research approach. Surfacing these assumptions helps in the transparency and potential for reproducibility of the research.

Research paradigms describe how a researcher may approach research, and consequently act as a descriptor on the lenses through which they may view the world. How researchers proceed depends upon a range of factors, including two elements of the research paradigm: Ontology is the nature of the social world and what is there to know about it. Epistemology is concerned with ways of knowing and learning about the world and focuses on issues such as how we can learn about reality and what forms the basis of our knowledge and how knowledge is best acquired (MacIntosh and O'Gorman, 2015). These paradigms are influenced by the researcher, the purpose and goal of the research, the characteristics of research participants and the audience (Blaikie, 2007). Recognising the researcher's stance with respect to the specific research questions will inform the potential research strategies that may be employed. Furthermore, the research stance should be guided by the type of evidence required to best answer the research question (Briner, Denyer and Rousseau, 2009).

In this section, possible research paradigms are first discussed, and a research paradigm for this research is proposed.

Ontological positions fall into two major categories: Realism is based on the idea of external reality, existing independently of people's beliefs about, or understanding (Blaikie, 2007; Ormston et al., 2013). There is a distinction between the way reality is, and the meaning and interpretation of the world held

by individuals. By contrast, idealism describes that reality is only knowable through the human mind and socially constructed meanings, hence for the idealist no reality exists independent of the human mind (Blaikie, 2007; Ormston et al., 2013). There are further subdivisions of these ontological positions and include: Naive, Cautious, Depth, Subtle and Materialism based realism. These also include Subtle, Contextual, and Collective idealisms which are reproduced from Blaikie (2007) and discussed further in Appendix L. One realist ontological perspective not discussed by Blaikie (2007) is that of Critical Realism, proposed initially by Bhaskar in 1975 (Bhaskar, 2008). It retains the foundations of realism in the stance of reality, existing independently of human perceptions, theories, and constructions, however not directly observable. Critical unobservable structures cause observable events, and the social world can be understood if people understand the structures that generate events. Critical-realism is suggested by Leca (2006) as an ontological position that allows for the non-reduction of the institutional entrepreneur as an embedded agent in actions and the context that surrounds them. These definitions are expanded in Appendix L.

Epistemological positions, focusing on our way of knowing and learning about the world or social reality can be considered in 6 categories (Blaikie, 2007; Cassell and Symon, 2004): empiricism (Objectivist) uses the basis that knowledge is produced via human senses, rationalism (Subjectivist) where the observer creates the meaning in the entity observed, falsificationism uses knowledge for testing of extant theories and validating if they hold up to criticism, neo-realism is focused on knowledge from understanding the mechanisms that drive regularities in observations, conventionalism considers knowledge as tools and constructivism where knowledge is based on observers making sense of their interactions with the world and others, this knowledge is not the external reality of the empiricist or the mind-based reality of the rationalist, but a reality based on observation and interpretation. A further definition is a social constructivism whereby knowledge is the collective generation and sharing of meaning between social actors. The constructivist

view of empiricism is that human observers are fallible, so cannot create absolute knowledge. Constructivist arguments illustrate that different cultures and structures give meaning to reality differently. These definitions are expanded in Appendix L.

3.1.2 The philosophical position of this research

In the context of the ontological and epistemological paradigms discussed in section 3.1.1, this research and the researcher utilise a critical-realist ontology with a social constructivist stance taken to accumulate knowledge. The critical-realist stance is shaped by the researcher's background originally as a natural scientist, consequently believing there is an external reality. Equally, the researcher recognises that reality's true nature is difficult to determine, and observations are fallible due to their reliance on human perspectives. Leca (2006) supported the critical-realist ontological position, where research on the institutional entrepreneur as an embedded agent (an adjacent actor to a social intrapreneur) utilises the critical-realist stance. Epistemologically the researcher takes a social constructivist stance, believing that observations and interpretation of the world are a path to gain knowledge; however, this is shaped and limited by how the researchers and participants interpret reality through their cultural (and other) lenses. Furthermore, the researcher realises that this constructed reality is subject to constant revision and challenge, and is influenced uniquely by the researcher (Denzin, N. and Y. Lincoln, 2011: 11).

Before moving on to research nature, an alternative paradigm framework is presented by Burrell and Morgan (1979). This paradigm framework proved useful to the researcher to reconcile their path from a *functionalist* (prior position with a paradigm in that of natural scientist) to more *interpretive* for this thesis's purposes, where social constructions form the stable reality inhabited by the researcher and this research. Burrell and Morgan (1979) approach have its roots in organisational studies, and by mapping paradigms on two axes "subjective to objective" and "regulation to radical change" four core paradigms

are described (Burrell and Morgan, 1979: 22) Functionalist, Interpretive, Radical humanist and Radical structuralist:

Functionalist, study things how they are now, with concrete objective reality. They consider the world as relatively stable and organised, assuming a problem-orientated approach in which there are practical solutions to practical problems, a frequent paradigm of natural scientists. Interpretive, believe the world is stable but view the world more subjectively, through the realm of human experience and assume that reality is made of subjective perceptions, i.e. a social reality from a network of shared assumptions and meaning; a favoured paradigm for in-depth qualitative interviews and ethnography. Radical humanists consider that the preferred beliefs of the dominant classes control and shape existing social arrangements, and that change comes about through freeing the minds of individuals through the use of language and structures. In contrast to the radical humanist, radical structuralist believe that there are objective realities in social structure and that change comes about through social, policy and institutional change.

3.1.3 Research nature, research reasoning and research design

As part of this chapter's evolution towards the increasingly pragmatic treatment of research questions, this section addresses the processes of creating knowledge through the nature of the research, the research reasoning and the research design, before concluding with an overview of the research strategy.

3.1.3.1 Research nature

The nature of a research plan can be either exploratory, descriptive or explanatory. These different natures approximately align with What? How? and Why? type questions respectively. Exploratory research natures often involve exploring and observing and explaining how theories from other fields may map to the current field of study. Descriptive research builds on the understanding created by exploration to add additional information and understanding on a topic. Explanatory research builds on descriptive research to understand the

relationships between variables and why things happen. As social intrapreneurship and the exploration of the tensions and navigations in an academic treatment are sparse, this work's proposed research nature is exploratory.

3.1.3.2 Research reasoning

The ways in which research observations are transformed into knowledge are called research reasoning. The research reasonings relate to the relationship between research data and theory formation. The four types of research reasoning most frequently considered are deductive, inductive, abduction and retroductive reasoning approaches (Blaikie, 2007). Furthermore, although distinct reasoning definitions exist, practical research can often span definitions (Ketokivi and Choi, 2014). Further comparisons between reasoning types are illustrated in Appendix M.

In the case of deductive reasoning, it is a "top-down process" a theory is selected, a hypothesis is derived, and the research data is collected and applied to see if this hypothesis is proven or disproven. By contrast, induction is a "bottom-up" process through which patterns are derived from observations of the world. Inductive processes involve using evidence as to the genesis of a conclusion, the evidence is collected first, and knowledge and theories built from this (Blaikie, 2007; Ormston et al., 2013). In contrast with deductive approaches where an a priori theory or concept is being tested inductive reasoning refers to how observers reflect upon their experience of social phenomena and then attempt to formulate explanations (Johnson, 2004). Inductively grounded in systematic empirical research are more likely to fit data since it is formed from the data (Johnson, 2004). Between these extremes abductive reasoning involves 'abducting' a technical account, using the researchers' categories, from participants' own accounts, activities, ideas or beliefs, and retroductive reasoning involve the researcher identifying the structures or mechanisms that may have produced patterns in the data, trying different models for 'fit' (Blaikie, 2007; Ormston et al., 2013).

Inductive reasoning traditionally fits with an exploratory nature of research, i.e. building theories from the data, however genuinely inductive reasoning is challenging since most researchers' reasoning approaches are partially shaped by existing theories (Johnson, 2004; Ketokivi and Choi, 2014). Ketokivi and Choi (2014) specifically discuss that existing theories play a role in all case research. Implying that there is no purely inductive basis for case research, and previous theories most likely influence the researcher prior to case research. The researcher recognises some pre-conditioning of conceptual and framework understanding prior to the research data collection, from existing adjacent theories discussed in the literature review. Furthermore, the research questions could be considered novel only in their focus on social intrapreneurs in MNCs and that similar questions may have been asked of other types of innovators.

In the initial generation of knowledge, the process is expected to be naively synthesising the exploratory data, essentially inductive reasoning. However, once thematically synthesised, this inductive knowledge generation's output will discuss if adjacent extant theories offer structure to the knowledge collected (Ketokivi and Choi, 2014; Ravenswood, 2011); this will be developed as part of the discussion section.

The researcher believes that this is inductive research, with the knowledge that all inductive research is conditioned by existing knowledge, and in this case, the output of the SLR (Ketokivi and Choi, 2014). Utilising the decision tree proposed by Ketokivi and Choi (2014: 238), this work is considered at the inductive end of the continuum.

3.1.3.3 Research design

Research designs can be either qualitative, quantitative or mixed. A qualitative research design typically examines concepts in terms of their meanings and interpretation in defined situations (Denzin and Lincoln, 2011). It is concerned with exploring and interpreting phenomena 'from the interior', taking the

perspectives and accounts of research participants as a starting point (Flick, 2008). Quantitative research design, by comparison, examines concepts in terms of their amount, intensity and frequency (Denzin and Lincoln, 2011). Quantitative research usually relies on theories to act as a framework for data collection, and the data is targeted at discovering the relationships between variables aligned with deductive natures of research.

In contrast, qualitative studies are more suited to inductive and abductive research where data collected looks for relationships between entities, e.g. people, organisations or institutions rather than relationships between variables. The third option of a combined or mixed design is possible with qualitative design leading to a quantitative design (e.g. interviews identifying what might form a more extensive quantitative survey) or vice versa quantitative leading to qualitative design (a survey identifies participants for an in-depth qualitative study). This research considers itself exploratory in a lightly mapped field, that has the potential of high levels of contextual and subjective richness a qualitative research design is favoured to capture this.

3.1.3.4 Research methodology and research strategy

For the following section, the researcher defines research methodology as a general consideration of knowledge in how research could be conducted, in contrast, the research strategy as the course of actions that are followed in a specific instance, including the selection of research method(s) to be applied to the specific research questions.

A research strategy consists of multiple elements: the route, map and the vehicles chosen to travel that route, to address the research questions (MacIntosh and O'Gorman, 2015: 51). The research questions guide the choices within a research strategy and the objectives of the research, combined with consideration of the extent of existing knowledge, and boundaries to the time and resources available for the research and the philosophical position of the researcher influences these choices (Saunders,

Lewis and Thornhill, 2009). Robson (2011: 75) suggests three approaches: flexible, fixed or multi-strategy approach. A flexible research strategy allows the research strategy to evolve with the data collection and is generally associated with exploratory work. Flexible strategies include the researcher being part of the research and having potential relationships with the researched (Anastas, 1999). Flexible research strategies lend themselves to three primary research methods, case studies, ethnographic studies and grounded theory (Robson and McCarten, 2016). A flexible research strategy is utilised in this research due to the exploratory nature of the research questions.

As a prelude to selecting the research strategies for this empirical research, a gamut of data gathering techniques and data analysis approaches in the social sciences were considered. These included: action research, case study (single and multiple), experiment, ethnography, grounded theory, mixed methods, phenomenology, sampling, systematic reviews and survey (Denscombe, 2014; Johannesson and Perjons, 2014; MacIntosh and O'Gorman, 2015; Saunders, Lewis and Thornhill, 2009).

Considering the data gathering techniques and data analysis approaches that could be applied the following observations and disqualifications were made as part of the selection process. Experimentation and surveys are predominantly orientated to quantitative research design, collecting numbers and comparative studies of variables. Of the techniques more traditionally applied to a qualitative design action research, single case study and ethnography were less favoured by the researcher since they would potentially limit generalisability and the findings would be highly dependent on the specific interaction selected for the study (e.g. limited to a specific team, organisation or project). Additionally, the researchers ontological and epistemological position encourages observation rather than being part of the study, if possible. The researcher desires to contribute more generally to the field of social intrapreneurship than a single case. Systematic reviews did not appear an ideal method due to the immaturity of the field of social intrapreneurship, and the exploratory nature of the

research not being able to leverage significant existing material for a systematic or archival study, as illustrated by the limited body of knowledge from the SLR in section 2.2. Since phenomenology as a methodology focuses on reflection and structures of consciousness, this did not align with the researcher's critical-realist stance. The researcher considered that multiple case studies via interviews were an appropriate data-gathering technique.

3.1.4 Case studies

Case studies develop a detailed intensive knowledge about a small number of related cases, around a group of interest, studying the case in its context, using a broad range of data collection techniques including observation, interview, and documentary analysis (Robson, 2011: 136). A case study is a strategy for doing research that involves an empirical investigation of a phenomenon within a real-life context using multiple evidence sources. A case study is particularly relevant if the researcher wishes to extensively describe an in-depth social phenomenon (Yin, 2013). Yin (2013) makes the case that carrying out multiple case studies is like carrying out multiple experiments to replicate results and build upon the first experiment.

Eisenhardt (1989) considers case studies a powerful research tool, and Ravenswood (2011) expands on this, indicating that multiple case studies are robust in creating theories. Ketokivi and Choi (2014) discuss how case studies can be used for multiple research outcomes in a continuum that encompasses theory generation, theory expansion and theory testing.

Since the research questions require studying and exploring social intrapreneurs and their tensions and navigations (the phenomena) within their context (large for-profit MNC), a multiple case study approach appears applicable since case studies reveal initial exploratory insights, of both the phenomena and the interaction with the context or other cases. It is considered that each social intrapreneur would form a case. Since the interaction with each case will focus on tensions and navigations (the research questions), it is

considered that rather than being a holistic case study (considering all aspects of a case), this is more of an embedded case study, considering only certain aspects of each case, focused on the research questions (Baxter and Jack, 2008; Christiansen, 2014; Creswell and Miller, 2000). The comparative aspect of different embedded cases allows for theory building in a way that a single case study does not (Eisenhardt, 1989b). This is consistent with the descriptions of the limitations and outputs of case study research as described by Eisenhardt (1989), Ketokivi and Choi (2014) and Ravenswood (2011).

3.1.5 Research paradigm, strategy and method selected for this study

For this study, the researcher will adopt a critical-realism stance gaining knowledge through a social-constructivist inquiry. Furthermore, since the research will be primarily exploratory a flexible approach will be used; using a strategy focused on sampling the field qualitatively, using multiple case studies to develop a thematic understanding of the research question inductively. As part of the discussion, the findings will be contextualised and compared with existing theories aligning with Ketokivi and Choi (2014) and Ravenswood (2011) who propose that case research cannot be purely inductive.

This research will be conducted as multiple case studies due to their ability to generate and expand qualitative inquiry theories. The unit of measure for the cases being an individual social intrapreneur, and each case being of a single social intrapreneur and their context.

3.1.6 Data collection method

Within the selected research strategy, the method of data collection and sample selection aims to maximise the research's trustworthiness through consideration of credibility, transferability, dependability, and confirmability (Gill and Johnson, 2002; Nowell et al., 2017). The following sections contribute to this through the transparency of the data collection method, the sample

selection process, the data collection plan and the processes used for data analysis, and synthesis.

3.1.6.1 Data collection instruments

This section discusses possible data collection instruments and the selection of the instruments utilised in this research. As part of the method evaluation process alternative qualitative data collection methods were considered, these included group sessions, coding of video or audio recordings, and longitudinal studies of individuals or groups:

Group sessions: the nature of this research is exploratory and in part, having individuals recount times when they had difficult or experienced tensions in carrying out activities. Within a group environment, individuals' confidentiality and anonymity, would not be possible and consequently difficult incidents, failures and criticism in the accounts of tensions and navigations, have the potential to be limited or moderated.

Coding of videos or recordings: at the time of this research, few publicly available recordings of subjects explicitly discussing the tensions and navigations experienced by social intrapreneurs are available. Interview recordings with social intrapreneurs that are available were carried out for different and varied purposes. The expectation of the videos or recordings recounting critical incidents specifically focused on tensions and navigations was predicted to be rare.

Longitudinal studies of individuals or groups: would have revealed tensions, navigations and how they evolve in an individual social intrapreneur. Within the limitations of a PhD research program, it was unlikely that the timescales for an evolving phenomenon of social intrapreneurial action and impact would fit the study boundary. Furthermore, the timescales of social innovation can be uncertain. For a researcher with adequate resources, time and willing participants, this would be interesting for future research.

Data collection instruments that were selected as the best fit for the subject maturity, the research questions and the depth of research required were interviews augmented by the use of critical incident technique are discussed in the next sections.

3.1.6.2 Interviews for data collection

The three primary data collection tools considered were observations, interviews and surveys. Interviews align closely with the collection of exploratory, qualitative data. Interviews are useful instruments for collecting rich and contextual data and are effective instruments when understanding a field is at the exploratory phase. Interviews form a broad collection of data collection methods. For this research, due to its exploratory nature, semi-structured interviewing was selected for data collection. Semi-structured interviewing involves the interviewer guiding the interview with a prepared set of themes but that the interview process is flexible enough to adapt during the interview to emergent topics. The intent is that the semi-structured approach, although not as structurally fluid as narrative inquiry, allows rich data collection, within the boundaries of an interview process. Alternative interview methods such as structured interviews, i.e. a list of specific questions, and at the other end of the continuum, unstructured interviewing starts with a topic and allows the conversation to guide itself freely. Through a semi-structured interview approach, the researcher intends to collect rich stories of the social intrapreneur, beyond that of limitations of structured approach often used in multiple case studies for expediency. Interviews are useful for collecting primary data and representations, perceived realities, cultural ideas, and interactions (Lamont and Swidler, 2014), providing rich and complex data. Furthermore, interviews are relatively inexpensive (Lamont and Swidler, 2014) and often time expedient.

To form a semi-structured interview protocol as shown in Appendix O, since this is a new field to the researcher and the research is exploratory, the researcher first conducted four pilot lightly structured interviews, these

interviews were utilised to form and build the flows that were used in the semi-structured interview.

3.1.6.3 Limitations and bias in the interview process

The semi-structured interview process's fluidity results in two areas that can impact interviews' dependability, those stemming from the participant (in this case, the interviewee) and those stemming from the researcher. These can have their basis in either errors or bias being introduced into the data collection. Errors can result from fatigue, poor timing, and disturbed environment for both the participant and the researcher. Bias can result from factors impacting how the participant either asks or answers the question, often influenced by environmental factors (Baxter and Jack, 2008; Cassell and Symon, 2004; Miles, Huberman and Saldana, 2014).

To minimise the risk of errors and bias, measures were taken in the preparation, conduction and follow up of the interviews. Where possible the interviews were conducted face-to-face so that the interviewer could observe body language and non-verbal signals and so that the researcher could be as aware, as possible, of any of the environmental factors that may impact the interview.

To minimise issues that may result from environmental distractions, interviews were scheduled in advance and conducted in a quiet and relaxed environment. In advance and at the beginning of each interview, the participant was informed of the confidential treatment and anonymisation of material, with an intent to reduce participant bias (the tendency to speak less candidly). The interviews were conducted in private locations, often outside of the normal work environment. The interview protocol was arranged to put the participant at ease and encourage the free flow of information as much as possible. There were a few consequences of this choice, including additional work on the researcher's part to ensure confidentiality between participants and others, additional processing to anonymise references to people, products, projects and organisations in the transcripts. The commitment to anonymity removed the

ability to refer to specific organisations, projects or individuals in the findings and discussion which may have added gravitas to the findings.

Researcher error (fatigue or preparation errors) were addressed where possible by careful scheduling and ensuring that the interviewer did not have more than two interviews in a day. Additionally, allowing extra time in schedules for a delayed start or overrun of interviews, enabling a more reproducible environment in each interview. Utilising a semi-structured interview protocol and recording the interview, resulting in more repeatable interviews and more precise recall of content, reducing researcher bias and researcher error. Finally, due to the interactive nature interviews risk collecting data that may not be as accurate as direct observation (Lamont and Swidler, 2014).

3.1.6.4 Critical incident technique

A secondary technique was utilised that was nested within the semi-structured interviews; called Critical Incident Technique (CIT). This technique initially proposed by Flanagan (1954) collects accounts of behaviours during specific critical events, identified through interviews of individuals or groups recounting critical incidents, critical behaviours or critical interactions and the responses to these events. CIT systematically collects both significant events (positive and negative), and significance that individuals attach to the events, hence capturing shared meaning, and seeks to contextualise those events (Cassell and Symon, 2004; Chell, 2004; Flanagan, 1954; Hughes, 2007; Saunders, Lewis and Thornhill, 2009). A disadvantage of the CIT is without careful control of the interview technique, the participant may be led into a binary decision around the positive or negative decision around critical events (Chell, 2004). Hughes (2007) describes a 5-step process for CIT, including planning, interviewing and analysing. These are similar to the semi-structured interview qualitative inquiry.

The use of CIT embedded within semi-structured interview qualitative inquiry is utilised to help reveal, in the interviews, a deeper understanding of the specific interactions related to real incidents of tensions and coping within the domain of

social intrapreneurs. CIT inspired questioning in the interview protocol resulted in questions of the type: "Think of a time when?" or "Why was this incident significant?" "What were the responses to the incident?". The interviewees' critical incidents and their significance augment the findings from traditional semi-structured interview narrative, transitioning from interviewee generalisations to more specific examples, and challenge the interviewees reasoning (Lamont and Swidler, 2014).

3.1.6.5 Secondary data collection

Secondary data (data that has been created by others not involved in this research and for other purposes) is utilised for context information (location, size, growth, product type of organisations) and analysis of publicly available information, e.g. GRI reporting, media and social media postings.

3.2 Design of the data collection process

This section discusses the population of interest for this study and approaches to the sample frame and sample selection. The section then summarises the semi-structured interview process for data collection, including ethical and practical considerations. The aim is to ensure transparency of method and the potential for other researchers to replicate the work as efficiently as possible.

3.2.1 Population, sample frame and purposeful sampling

This section discusses the method and challenges of sampling a somewhat ill-defined and somewhat elusive population of social intrapreneurs for this study.

Population of interest

This study's population of interest is individuals engaged in social intrapreneurial activity within for-profit multinational organisations. These individuals may be facilitating activities through formal, informal or non-authorised programs. To ensure the research questions regarding tensions and barriers experienced could be addressed, the individuals needed to have engaged in the social intrapreneurial activity, rather than planning or aspiring to

be a social intrapreneur. The socially intrapreneurial activity of interest in the population included social (worker rights, community, global, health) enhancement or representation, sustainability (environmental, sustainable) or education (workers, community) initiatives. The population's context is multinational corporations (Kushnir, 2010; Trent, 2010), with the population being focused on companies with greater than \$1B annual revenue (as reported in 2017), greater than 100 employees and representation in more than three countries. The individual in the population may not necessarily self-identify with the syntax of "social intrapreneur" or "socially intrapreneurial", and in some instances, it is the researcher who surfaced the definition and verified with the participant. Inclusion criteria for the population are summarised in Table 7.

The population that is excluded

For further transparency on this research population, examples of individuals excluded from the population are also considered. These included members of organisations not classed as MNCs, e.g. members of companies that met the SME criteria of Kushnir (2010) and Trent (2010) in terms of revenue or size were excluded. A more extensive list of exclusions is given in Table 7, and a graphical illustration of inclusions and exclusions in Appendix N.

Table 7 Population of interest in the research

Parameter	Included in population	Excluded from population
Type of organisation	Multinational companies Mission primarily for profit Public or private holding	SMEs Social enterprises NGOs Individual consultants B-Corps/Benefit corporations
Size of organisation	Large (>\$1Bn revenue, >100 employees, represented in more than three countries)	Small or medium (Kushnir, 2010; Trent, 2010)
Primary mission	For-Profit	Social, Social enterprise
Type of industry	All	No exclusions
Location	All	No exclusions
Type of socially intrapreneurial activity	<ul style="list-style-type: none"> • Workers' rights/enhancement • Community rights/enhancement • Environmental or sustainability • Education of workers or communities • Diversity 	<ul style="list-style-type: none"> • Minor internal programs
	<ul style="list-style-type: none"> • Formal – company supported • Informal – non-supported 	<ul style="list-style-type: none"> • Programs not related to the employing MNC
	<ul style="list-style-type: none"> • Success or failure in current or previous social innovations 	
Individuals	Self-identify as being involved in a socially intrapreneurial activity Individuals executing social intrapreneurial activity	General members of the organisation, or those who aspire to socially intrapreneurial activity but have not attempted execution
Language	Interviews conducted in English	Interviewees not able to interview in English
Experience level	All	No exclusions
Location and origin	All	No exclusions

Source: This study

Sample frame

In quantitative and statistical approaches, a sampling frame is a list of all those within a population who can be sampled; it is as specific as possible. In this study, it is difficult (and unclear how) to construct a sample frame of social intrapreneurs embedded within large for-profit multinationals, who may or may not self-identify as social intrapreneurs. Furthermore, the sample for this exploratory work is not intended to be a representative or statistical sample of

the population of social intrapreneurs. For this exploratory research, the parameter set required to select a representative sample has not yet been defined, to the researcher's knowledge. An alternative approach frequently utilised in exploratory qualitative research to overcome these challenges is a purposeful sampling.

Purposeful sampling

Purposeful sampling is widely used in qualitative research to identify and purposefully select information-rich cases related to phenomena of interest (Palinkas et al., 2015). The aim is not to establish a representative sample but rather to identify key informants whose context-specific knowledge and expertise regarding the research issues are significant and information-rich (Johnson et al., 2007; Patton, 1990). This sampling approach is consistent with 'qualitative inquiry which typically focuses in-depth on relatively small samples, selected purposefully' (Patton, 1990: 169).

In contrast with quantitative probability-based random sampling, which offers opportunities for generalisation to the whole population, the outcomes of purposeful sampling allow in-depth and potentially unique insights rather than empirical generalisations (Patton, 2002). Although there are several different purposeful sampling strategies, (Palinkas et al., 2015), for example, Patton (1990) describes 15 different purposeful strategies with precise methods for specific kind of inquiry (Patton, 2002), this research focuses on snowball sampling (also called chain sampling or referral sampling) (Suri, 2011).

Sample selection method: Snowballing technique

Snowball sampling is a sampling technique, initiated by one member of the population is identified (or a few people) for the study, in this case, a semi-structured interview. Snowball sampling involves seeking information from key or seed informants about details of other 'information-rich cases' in the field (Patton, 2002). During the interview and based on their field knowledge, the participant is asked to identify others who appear to meet the population inclusion requirements and may be willing to participate. The initial

interviewee(s) thus recommends further candidates, and so on until sufficient participants have been identified (Everitt and Skrondal, 2010). In this research, social intrapreneurs link the researcher to other intra and intercompany social intrapreneurs. With the expectation that the chain of recommended informants would typically diverge initially as many possible sources are recommended, then converge over time converge as key names get mentioned over and over (Patton, 2002: 237).

The process begins with a seed sample of one or more people, in this case, social intrapreneurs meeting the population inclusion criteria. The researcher asks these individuals, questions such as "who should I talk to about?" (Patton, 1990). In this study, the seeding was by identifying four individuals in the population inclusion outlined above in Table 7. The snowballing process relies on critical individuals knowing and recommending others like themselves and those new individuals recommending others. The seeding and recommending process is outlined below. The process ended when one of the following conditions were are met: saturation of information, i.e. similar information is collected from each participant, exhaustion of possible contacts (or significant repetition of contacts) or time constraints of the research (Eisenhardt, 1989: 544; Robson, 2011: 154).

The Seeding and recommending process

Before seeding the sample (choosing some initial individuals to start the snowball process), consideration was given to where individuals in the population may be identified. These were through identifying organisations reporting sustainability and social achievements (e.g. GRI reporting) formally, through individual or company memberships of groups that have interests in social intrapreneurship (e.g. league of intrapreneurs), practitioner events and publications (e.g. Stanford Social Innovation Review), and individuals or organisations publishing on social media (e.g. LinkedIn articles). These and other sources for locating the population are shown in Table 8.

Table 8 Sources where the population may be identified

Sample source type	Sample source
Formal company reporting	FTSE for Good, Dow Jones sustainability index or through GRI reporting
Individual or company membership of associations relevant to social innovation	Business in the community (http://www.bitc.org.uk), League of intrapreneurs (http://www.leagueofintrapreneurs.com), Net Impact, IEEE, Sustainable apparel coalition
Practitioner events and publications	Stanford social innovation review, Social Intrapreneur meetups, Ashoka Changemakers (https://www.ashoka.org/changemakers),
Individuals publishing	publishing on social media or recognised for social intrapreneurial activities.

Source: This study

The four sources shown in the table were used to seed the initial sample. Individuals in organisations that fit the criteria were identified for semi-structured interviews as social intrapreneurs within the organisations.

Gaining access to potential participants was a multifaceted process, utilising introductions from mutual contacts, LinkedIn connections, forums, or direct contacts via email. In each interaction transparency of purpose was paramount, ensuring that the contact understood the scope of the interaction as a part of a doctoral research program and the voluntary nature of the engagement. Where possible to avoid a "cold-calling" type engagement, interviewees recommending others were encouraged to have their contacts reach out to the researcher.

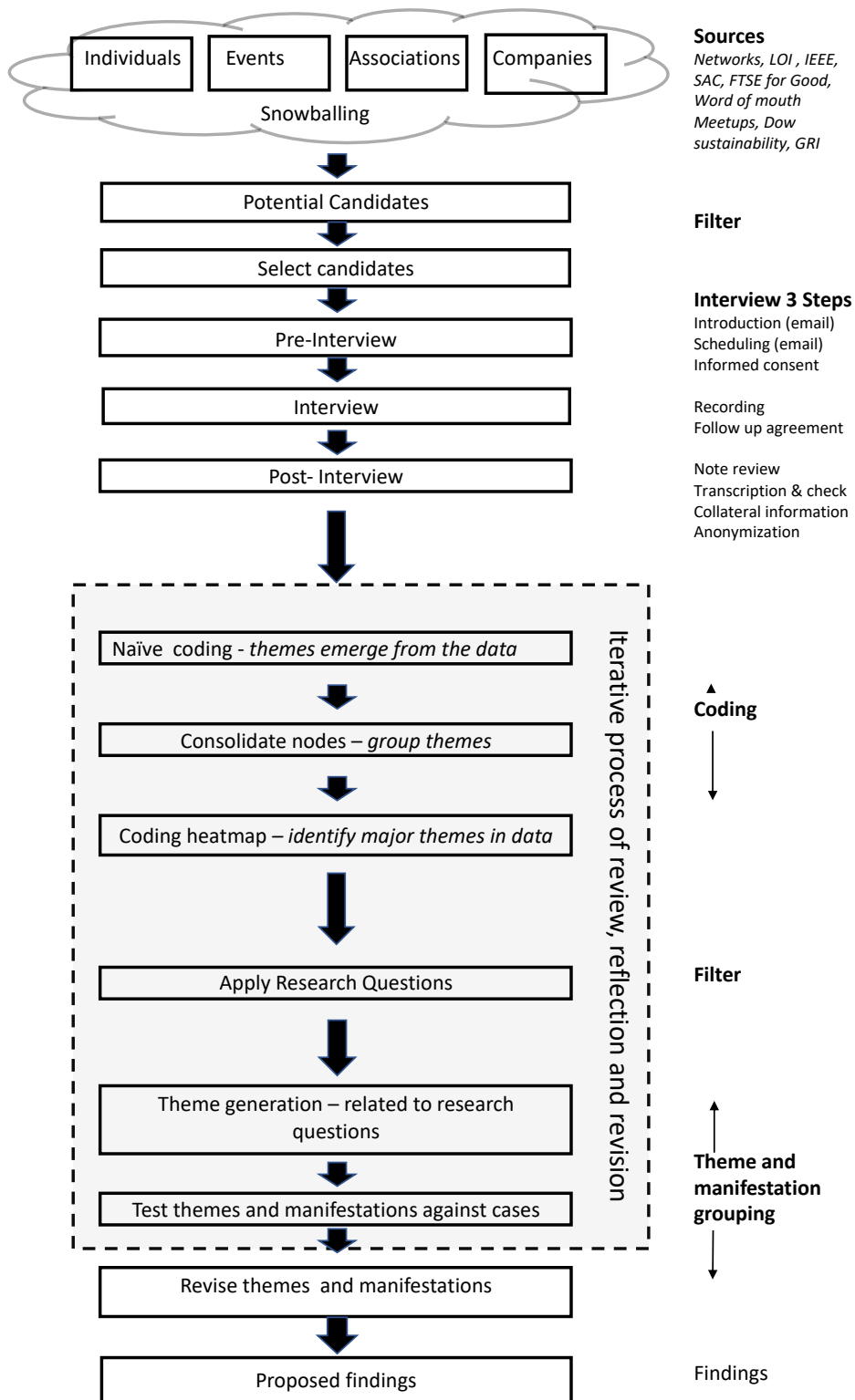
In utilising purposeful sampling and a snowball sampling technique (Patton, 1990), a methodically constructed sample is created; this in a situation where a due to the elusive/non-public listing of social intrapreneurs, no easily traditional sample frame can be constructed. This sampling method's advantages are the capability to create a documented sample from a situation where no sampling frame easily emerges. A further potential advantage is discovering features or characteristics in the population of which the researcher is not aware (Coyne, 1997; Patton, 2002; Suri, 2011). Limitations are the challenges of generalising

findings to the whole population and determining sampling errors, based on the purposeful and more specifically snowball techniques.

As a final note, purposeful sampling is not new or novel and has been utilised in many articles (Johnson et al., 2007; Lamont and Swidler, 2014). More specifically, purposeful sampling with snowball sampling has been utilised, for example, in Castellás, Stubbs and Ambrosini (2019) study of hybrid companies in Australia. Patton (1990) gives further examples of the use of the snowball technique in qualitative management research.

The quantity of data in a qualitative study, adequacy, and sampling appropriateness (respondents who have experienced the phenomena being researched) was reviewed throughout the study's progression. Since the study was planned to be progressive (Robson and McCarten, 2016), early interviews further informed later interviews. All candidates identified through both the initial seed sources, as detailed in Appendix P, and snowballing were evaluated against the population criteria for inclusion in this research. Additionally, if the candidate was selected for an interview, reflection after each interview validated whether the candidate continued to meet inclusion criteria in the sample. The sequence of obtaining and synthesising the research data is presented in Figure 14.

Figure 14 Sequence of obtaining and synthesising the qualitative data



Source: this study inspired by (Eisenhardt, 1989b)

3.2.2 The interview and related processes

With the semi-structured interview process (augmented with CIT) being the primary data gathering tool of this research, this section documents the actual data collection process utilised. It includes actions before the interview, and post-interview activities, along with a detailed protocol of the actual interview. An overview is shown in Figure 14.

Pre-interview activities

Once identified and initial contact was made, if a potential interviewee appeared to meet the population's criteria, then an introduction message was sent to the candidate. This message set expectations of the interview process gave details of the researcher and the research and provided the informed consent form. Examples of pre-interview messaging and the informed consent form are illustrated in Appendix O.

The interview

Whenever possible interviews were conducted face to face, in the hope of gaining richer information, including body language and other nuances. In cases when a face-to-face interview could not be conducted videoconference interviews were utilised, and if this were not possible interviews were conducted by phone. Interviews were formally scheduled with each of the participants, and where schedules allowed a 90-minute time slot was allocated. This time management enabled the interview to extend beyond its predicted 60-minute time slot if required. For each session, the interviewees were kept appraised of the potential end time of the interview. Where possible, interviews were conducted in a quiet environment to reduce distractions and ensure quality recording of the dialogue.

Participants were made aware of the study's purposes in the pre-briefing; however, at the interview commencement, this was reiterated. Also, at the start of each interview was a verification of understanding of the informed consent and the confidentiality and anonymity offered to each participant. This process

ensured that interviewees were fully informed at the beginning of the interview. This facilitated an easy interaction for the start of the interview (icebreaker), with the researcher doing most of the talking. This preamble appeared to put the interviewees at ease. The recording of the meeting was requested in all interviews, and when informed consent was given a voice recorder was used for capturing the interview (Sony ICD-ux553). In addition to recording the interviews, notes were taken during the interview as a secondary record of the interview.

Within the interview, the following thematic semi-structured interview sequence was followed:

1. Introductions (Both)
2. Introduction to the research (researcher)
3. Interview hygiene (researcher)
4. General role description (interviewee)
5. Introduction to social innovations (interviewee)
6. Discussion of organisational context (interviewee)
7. Discussion of challenges (interviewee)
8. Discussion of critical incidents (interviewee)
9. What works (interviewee)
10. Frustrations and successes (interviewee)
11. Preliminary reflection (both)
12. Further examples (interviewee)
13. Follow on and post-interview details (both)

The interview protocol's full structure is presented in Appendix O. The interview protocol may be modified over the life of the interviews (Cassell and Symon, 2004; Robson and McCarten, 2016) as a result of reflexivity on the interview process. It should be noted that the interviewer in any qualitative study must stay flexible within the interview, guiding but not leading, and putting the participant at ease (Cassell and Symon, 2004). In this particular research, one question was added after the first ten interviews that were not in the initial interview protocol. This question was typically asked towards the end of the interview time, as a reflexive question. "If you had to do project X again, what would you do differently?" This question emerged as a useful tool for participants to identify tensions and navigations from a more reflexive frame of

reference. This question was asked to 7 of the first 10 participants retrospectively during repeat interviews.

Post-interview activities

Within 24 hours of the interviews, each of the recording files (mp3) and any notes or links to supplementary information from the interview were first reviewed (Eisenhardt, 1989b), and subsequently saved to a file with an anonymised name. Each of the audio files was transcribed into a word document. Transcription was carried out by two methods: by the researcher and by transcription agency with appropriate privacy and confidentiality policies. The word transcription documents were saved under the anonymised naming. After transcription, each transcript was checked by listening to the interview recording and line by line, ensuring the transcription's accuracy within the word document. The final anonymisation step was carried out at this stage, with all names, project names, company names and public references being anonymised. The word document produced at this final checking phase was the only written copy of the interview retained.

3.2.3 Data analysis method

This section both describes the choice and the execution of the data analysis method, that of thematic analysis technique (Braun and Clarke, 2006; Miles, Huberman and Saldana, 2014) utilising a template analysis technique (Waring and Wainwright, 2008; King, 2004) starting with a simple a priori template. Similar usage of this study's technique is described in Castellás, Stubbs and Ambrosini (2019). Pairing semi-structured interviewing with a thematic analysis opens the path to either grounded theory or the use of template analysis (King, 2004; Lämsä, Peiró and Kivimäki, 2004; Miles, Huberman and Saldana, 2014). Both grounded theory and template analysis are appropriate thematic approaches for this exploratory research.

A grounded theory provides new insights into understanding social processes emerging from the context in which they occur. These insights occur without

forcing and adjusting the data to previous theoretical frameworks (Länsisalmi, Peiró and Kivimäki, 2004) Grounded theory provides a very systematic approach for the collection and analysis of data by specifying clear procedures and rules to be followed throughout the entire research process (Länsisalmi, Peiró and Kivimäki, 2004). Similar to grounded theory, template analysis concept formation is from thematic grouping.

In contrast to grounded theory, which in some cases can be prescriptive; template analysis offers a more flexible technique with fewer procedures (King, 2004; Waring and Wainwright, 2008). Secondly, the researcher in template analysis starts with a (simple) a priori coding template consistent with a constructivist stance. This template is then modified through thematically organising and analysing textual data (Braun and Clarke, 2006; King, 2004). Consistent with a constructivist stance, template analysis utilises iterative cycles of coding-analysis-review leading to the development of conceptual themes and their clustering into broader groupings. Ultimately leading to the identification of master themes with their subsidiary constituent themes (King, 2004). Template analysis has many limitations, including the risk of counting codes and considering this as a meaningful output, and flat (not texturally rich) findings as a result of this. A second limitation is researchers need to be selective on which codes to dive deeper into (note rejecting via research questions), and this selection can lead to an increased influence of the researcher within the analysis (King, 2004; Waring and Wainwright, 2008). These limitations are expanded upon in section 5.5.

The cases were textually analysed as naïvely as possible (Ketokivi and Choi, 2014). This naïve approach is based on guidance that a framework utilising the textual themes emerging from the cases (Eisenhardt, 1989b) and aligning with "[case] research should begin as close as possible to the ideal of no preconceived theories or hypotheses to test" (Ravenswood, 2011:681), and the hypotheses should emerge from the data and constructs (Eisenhardt, 1989b). The a priori template utilised in this work was designed to be a naïve structure

focusing on possible dimensions of the data without considering existing frameworks or theories related to tensions, navigations or sense-making adjacent fields of study. This naïve approach is consistent with Smith and Tracey (2016) recommendation to discover tensions inductively from informants rather than assuming a set of a priori tensions from their work with social entrepreneurs.

The vehicle utilised for the textual analysis was that of NVivo (NVivo for Mac version 12). The coding process starts with a naïve a priori template with basic categories of projects, types of individual, tensions, navigations, emotions, results, interactions. The naivety is that minimal judgement or prior knowledge or structure is added to the template; naïve coding results in a high number of initial nodes. The naïve a priori template was expanded, and themes evolved as the transcripts were reviewed and coded. These naïve references are roughly grouped in emergent themes. Nodes were then reviewed and consolidated (King, 2004) and duplication of themes removed. After which identification of major themes through a heat map of the frequency of references (utterances). With significant themes identified, the research questions were applied to the themes, selecting the themes from the empirical data that informed the research questions. The coding sequence in empirical research is represented in Figure 14.

3.2.3.1 Systematic, sceptical, ethical and practical considerations

Researchers should take a systematic, sceptical and ethical position on their research (Robson and McCarten, 2016). Systematic in this context, meaning giving serious thought to what and how the observations are and the observer's role in making these observations. Sceptical meaning that researchers are open to the possibility that their observations and analysis will disconfirm their thoughts or hypotheses. Ethical in that researchers follow a code of conduct with both taking observations and handling information. This research plan has previously addressed the first item with a systemic research plan the following

sections consider how sceptical views and ethical and practical considerations form part of the empirical research plan.

A sceptical view of research and validation of data analysis

As part of a sceptic lens where the researcher is open to the possibility that their observations and analysis will disconfirm their thoughts or hypotheses, the empirical research's independent validation formed part of the empirical research plan. The researcher validated their coding technique and thematic choices with two peers' parallel coding effort during the coding exercise. The peers carried out sample coding of real transcripts, and the researcher analysed the differences found between the coding. This process was carried out at two stages in the coding cycle: Coding into naïve themes to check consistency at this foundational stage and coding into emergent themes to check the validity of choices made in coding.

This research's socially constructed claims were tested in peer de-briefing at later stages in the findings and testing in practice (Gill and Johnson, 2002), rather than the more positivist triangulation. This testing took the form of peer review and alternate forums of social intrapreneurs practitioners and academics in social intrapreneurship described in appendix A. These are further discussed in section 5.5 research limitations.

3.2.3.2 Ethical and practical considerations

Ethical considerations

Rich qualitative research often results in participants sharing information about their personal and professional lives and entrusting researchers with details around their relationships and interactions with others. The researcher's role is to handle data confidentially and respect the participants' dignity and trust. The participants will be fully informed regarding the study's purpose, how the data and their responses will be handled and that their participation is voluntary. The author of this research has familiarised himself with the Cranfield Integrity Policy Statement and Cranfield University Ethics Policy and agrees with the

Cranfield approach to recognise personal responsibility for developing and maintaining a sound and rigorous research practices.

Ethical approval was obtained from the Cranfield School of management before conducting any of the interviews. As part of the ethical controls, the pre-and post-communications documentation, the informed consent form and the interview protocol are recorded as part of this research thesis in Appendix O.

Researcher safety

Health and safety issues were considered before the collection of data in accordance with the Cranfield Health and Safety Policy statement.

Interviewee confidentiality and security

Record keeping and data is retained only for the purposes of this research and is backed up and stored, in accordance with both local and Cranfield data privacy requirements.

3.2.4 Limitations of the research strategy chosen

One of the objectives of this research is to add to the knowledge of the research questions and produce research that is to the best of its ability: valid, reliable and has some level of generalisability. The choices of research strategy limit the use of traditional measures of research quality internal validity (relationships between cause and effect), external (ecological) validity (can findings extend beyond the sample), reliability (could another researcher replicate), generalisability (can findings be extended to a broader population) (Gill and Johnson, 2002). Challenges of quality measures in qualitative management research can be addressed using a trustworthiness measure, which is suggested as an alternative measure (Gill and Johnson, 2002; Nowell et al., 2017). This measure draws on reflection and reflexivity (the critical appraisal of one's own research practice) as a critical element of any sort of effective research practice in qualitative inquiry (Cassell et al., 2009; Cassell and Symon, 2004). Three forms of reflexivity are proposed: the methodological, deconstructive, and epistemic. (Johnson and Duberley, 2003), with

methodological considering the relationship between the researcher and the research participants, the deconstructive challenging the constructive process and entertaining alternative perspectives and epistemic, challenging the researchers' taken-for-granted assumptions.

Nowell et al.(2017), summarises approaches to create trustworthiness in the thematic analysis (and other qualitative methods), based on Lincoln and Guba (1985) from Nowell et al.(2017). As a proxy for quantitative criteria of validity and reliability, the concept of trustworthiness suggests four parameters to be assessed in the research, credibility, transferability, dependability, and confirmability (Nowell et al., 2017).

Credibility is the "fit" between respondents' views and the researcher's representation of them, improved through triangulation of the research; this research's socially constructed claims were tested through practice (Gill and Johnson, 2002), as shown in Appendix A, rather than the more positivist triangulation and peer review of coding.

Transferability, refers to the generalisability of inquiry and if the findings can extend beyond the participants. Limitations exist with a purposeful sample and are discussed in section 5.5. on limitations.

Dependability, the research process is logical, traceable, for this research, the method (section 3) findings (section 4) and limitations (section 5.5) is the documentation of the empirical process.

Confirmability is concerned with establishing that the researcher's interpretations and findings are clearly derived from the data, requiring the researcher to demonstrate how conclusions and interpretations have been reached. This requirement is achieved in part by transparent documentation of the process, and where manageable data that was used in constructing the claims.

Trustworthiness is discussed further in section 5.5 with respect to research limitations.

3.2.5 Summary of the research plan

The researcher's research stance is that of critical realism, with a social-constructivist approach to building knowledge. The research strategy of a qualitative, multi-case study will be conducted, utilising semi-structured interviewing with elements of Critical Incident Technique (CIT). An inductive, exploratory inquiry will be used to consider experiences of social intrapreneurs related to tensions and navigations. The empirical case study population will be individuals, within an organisation with a for-profit mission, who are pursuing social innovations. Through a purposeful sample generated and expanded utilising a snowball technique, data collection will be conducted through semi-structured interviews, including the Critical Incident Technique (CIT). Once collected, the data is analysed through textual thematic analysis more explicitly using a template analysis technique. The synthesis will be in the form of a qualitative, multi-case study. A summary of the plan is shown in Table 9.

Table 9 Summary of the empirical research plan

Research plan elements	How it is implemented in this research	Notes
Ontological position	Critical realism (Leca 2006)	The researcher was a former natural scientist: there is an external reality, but it is hard to determine.
Epistemological position	Social constructivist	Observations and interpretation of the world are a path to gain knowledge, but it is observer-dependent
Research nature	Exploratory	Due to the limited extant literature and research on the subject of tensions and navigations of social intrapreneurs
Research reasoning	Inductive (primary)	Recognise that theories exist in the extant literature and condition the researcher. The primary collection and synthesis will be inductive. The primary inductive synthesis will be compared to existing theories and frameworks in adjacent fields.
Research design	Qualitative	Collection of rich data to understand the relationships between entities (not variables)
Research method(s)	Multiple Case study	Where each individual is a case
Data collection techniques	Interviews (Semi-structured) Critical incident technique	Some secondary data collection A critical incident technique used for critical inflexion points
Sample (type and selection)	Exploratory purposeful sample	Not a representative or statistical sample. No exact sample frame available therefore purposeful sampling (Snowball) expansion until time or thematic saturation
Data analysis tools	Textual analysis	NVivo (for mac version 12)
Data synthesis approach	Template analysis with naïve template	Iterative synthesis leads to thematic formation and construct formation
Quality	Testing through practice	Testing through practice, (Gill and Johnson, 2002) alternative forums, including inputs of social intrapreneurs at four events public events (300 attendees in total)
Ethical considerations	Informed consent Anonymisation Confidentiality of data	
Limitations	Qualitative exploratory work with a non-representative sample.	Limitations include the philosophical challenges of Qualitative research, the methodological limitations of the techniques, and the researcher's presence. As discussed in section 5.5

Source: This study

3.3 Sample demographics

This section discusses the demographics of empirical data observed. The demographic content presented from the empirical study is presented from two

perspectives, that specific to the interviewees and the organisational context that they inhabit. Parameters include longevity in role, role type, industry, social intrapreneurial activity, organisation type.

The empirical findings presented are from 62 cases, and a total of 78 interviews. These cases met the population inclusion criteria outlined in Table 7. Of the interviews, 58 utilised the semi-structured protocol outlined in the research plan section, the remainder of the interviews (20) were unstructured and fell into two groups:

Four pilot unstructured interviews used to define the semi-structured protocol. Sixteen-second interviews that were conducted as a continuation of the initial interview (semi-structured) format. Second interviews were the result of two primary reasons, either dynamic situations were identified in the primary interview and followed up on (11 cases) or opportunities for a face-to-face meeting after a non-face to face first interview (5 cases).

The majority of interviews allowed voice recording of the meeting. Two of the interviewees for semi-structured interviews did not consent to record, and in these cases, copious notes were taken and reviewed within 24 hours of the meeting (Eisenhardt, 1989b), and quotes were written verbatim during the interview. Ten of the unstructured interview recordings were not requested, due to location, informality, or follow up nature of the discussion. In these cases, quotes were written verbatim, and notes reviewed and transcribed within 24 hours of the interview. More details of the interviews are given in Table 10, and an anonymised list of interviews is presented in Appendix Q.

Table 10 Summary of interviews conducted

Interview variable	Data
Interviews completed (total)	78
Semi-Structured	58 of 78 (59 hours)
Unstructured	20 of 78 (19.5 hours)
Repeat interviews(unstructured)	16 of 20
Unstructured pilot interviews	4 of 20
Individuals interviewed (total)	62
Recorded dialogue	3739 mins
Median length of (recorded) interview	61 mins
Transcribed words	>520,000
Type of interview :	
Face to face	49%
Video conferencing (e.g. Skype)	37%
Telephone call	14%

Source: *This study*

3.3.1 Interviewee demographics

The interviewees were social intrapreneurs, engaged in activities for large for-profit multinational companies (MNC). Most of the social intrapreneurs were directly employed by the MNCs; however, an exception was four interviewees acting through for-profit subcontractors or for-profit consortia embedded within large MNCs.

The sample approximated to be equal in its representation of genders. Geographically the sample North American and European centric, was 97% of the sample, from these regions; the USA accounting for 79% of interviewees. Details of the demographics of the interviewees are given in Table 11. The researcher was located in California, USA, during the sample snowballing and data collection phases of this research before relocation to Switzerland.

Commonalities across the sample (as discussed in the population definition in Table 7) include that all participants were identified (either self-identified or through their initiatives) as social intrapreneurs or engaging in a social intrapreneurial activity. All were engaged in work roles at for-profit MNCs, while the social intrapreneurial action was taking place.

Despite these commonalities, the sample presents a complex and rich granularity. The range of social intrapreneurial activity that was described in the work of the social intrapreneurs in this sample was broad spanning social responsibility, health, education, diversity, financial access, environmental and sustainability issues, with the participants enacting these activities at either an internal (within their organisation), local (external) or global (external) level. The relative spread of this activity types across the sample utilising similar categories as those proposed by (Laasch and Moosmayer, 2016; Pol and Ville, 2009) is shown in Table 11. It was noted that the social intrapreneurial activity of a single participant could, in some cases span more than one category.

Table 11 Demographics of the sample

Demographic variable		
Work location of participants (at time of interview)	USA	49 (79%)
	Canada	1 (2%)
	UK	2 (3%)
	Germany	2 (3%)
	Switzerland	2 (3%)
	Netherlands	4 (6%)
	India	2 (3%)
	Socially intrapreneurial activity that participants pursued. Laasch and Moosmayer, 2015; Pol and Ville, 2009 categories used as guidelines.	Sustainability, Environmental and Climate
Health (equality, care and education)		3
Education		14
Community		16
Workers rights		8
Diversity (gender and ethnic equality)		7
CSR		4
Financial wellbeing		4
Recovery and safety		2
Political freedom/stability/ safety		NR
Ethics		NR
Gender (identification)	Male	47%
	Female	53%
	Not recorded	0%

Source: This study. NR = Not recorded.

The seniority of career, time in organisation and role

The participants, career, organisational, and role seniority were compiled through the interview transcripts and secondary data collection. The sample shows a nearly 20-year mean career length and a range of 5 to 36 years, with over 90% of the sample having more than ten years of career experience. This career length contrasts with a shorter tenure at the current organisation with 60% of the sample being less than ten years' experience in their current organisation. Furthermore, specific role tenure (i.e. how long the participant has been in their current role) is lower with over 60% of the sample being in the role for less than five years. Summarising sample appears to have significant career length with shorter times in current roles. These distributions are described in Table 12.

Table 12 Career, organisation and role years of seniority

Time	Years of seniority	Time in organisation	Time in role
Less one year		1	8
1-5 years	1	23	30
6-10 years	2	13	9
11-15 years	15	6	1
15 years or more	42	5	1
Unknown/Unclear	2	14	13

Source: This study

Through follow-up interviews and secondary data collection, it was identified that approximately half of the sample had left the role in which they were employed at the time of the interview within two years of the initial interview. The destinations of the participants if they changed their role, are shown in Table 13. The short tenure of roles and the changes in roles within two years of the interview, pose interesting questions of longevity in participants undertaking social intrapreneurial activity in for-profit MNC.

Table 13 Sample roles approximately two years after the initial interview

Status after two years after the interview	# of participants
No change in formal role	33
Participants who left role within two years	29
Destinations	
New role in the same organisation	8
New company: Role in for-profit	8
Role as a social entrepreneur or role in non-profit	13

Source: This study

Role levels and role formality

Through a process of primary data (the interviews) and secondary data (public role descriptions) the role level based on the major categories of international standard of occupation classification (ILO, 2012) were determined.

Furthermore, the level of formality that was afforded the incumbent to carry out either social objectives (e.g. director of CSR) or innovative objectives (e.g. product innovation engineer) or objectives and role expectations that included social innovation (e.g. professional working in an innovation group whose scope included social objectives), were also noted. A final grouping of participants in the study was those whose role descriptions appeared not to offer formalisation of expectations for pursuing either social objectives, innovation objectives or both (e.g. manager of a data centre). This demographic data is compiled in Table 14 and detailed in Appendix P. It should be noted that the level of social and innovation action formalisation was a composite of what was claimed by the participants and what could be determined through secondary data.

The interviewees' level of employee job scopes was broad-ranging from technician level to the senior executive (ILO, 2012). Furthermore, details of the roles type of formalisation relative to social or innovation or social innovation role expectations appeared broadly varied. The compiled results show a range of formalised role expectations from no social or innovation expectations to role

expectations of social and innovation objectives. These factors were not knowingly constrained in the generation of the snowball sample.

Within the sample, just under half the sample have managerial type roles and just under half have professional roles, with less than 10% having technician roles. Observations indicate, 24 participants indicated that their role gave them some expectation of carrying out social innovation, examples included members of CSR teams (for whom it was acceptable to introduce innovations), or members of innovation teams (for whom it was acceptable to deliver social impact with their innovations) to do socially innovative activities in their organisation. A further 22 of the sample indicated their role offers no formal expectation for either social activities or innovation activities. Additionally, ten of the sample felt they were legitimised to pursue business innovation but not social innovation, and the remaining six in the sample considered their roles legitimised for only social activities without support for innovative activities (e.g. CSR professionals).

All three executives who expressed formal social roles, all considered innovation to be part of the scope of the role. This pattern was similar for directors who have formalised social roles, where six out of the seven indicated that their roles expected innovation in addition to the social content. This pattern did not appear at lower job scopes with formal expectations of social content, with only one out of six managers and professionals considered innovation to be part of the role.

The granularity of the sample in formality (social, innovation, social & innovation and none), longevity (in career, company, role), and role level are utilised to explore micro patterns. A secondary NVivo analysis was conducted after the integrated findings of the whole sample. In this secondary analysis, the sample was grouped based on the granularity described above and thematic changes from the integrated thematic groupings observed. These are presented in section 4.4 of the findings chapter.

Table 14 Role level, seniority and formalisation

Job level	Mean in years of career seniority	Frequency in job level (e.g. sample size)	Formal innovation role (e.g. R&D)		Formal social role (e.g. CSR, Philanthropy)		Neither formal innovation or social roles
			Not including social innovation	Includes social innovation	Includes innovation	Not including innovation	
Categories are identified from ISOC-08							
Manager							
Executive	24	7		4	3		
Director	20	10	2	1	6	1	2
Manager	22	12	3	3	1	3	3
Professional	18	28	4	6		2	13
Technician	12	5	1				4

Source: This study. Classification source: International Standard of Occupation classification-08 (ILO, 2012)

Termination of the sample in the analysis: A final note in this individual demographics' discussion is on the evolution of the sample while utilising the forming the purposeful snowball technique. The initiation of the snowball sample was through four seed contacts, the sources of these seed contacts are detailed in Appendix P. The termination of the sample was to be when one of three conditions occurred: when saturation of the sample occurred (the same informants were being recommended) or saturation of the themes (similar themes recurred within the sample) or time of the study terminated the sample.

In this study, the primary termination was time, i.e. the time boundaries of doctoral research. This termination is unsurprising considering the diversity of the phenomena, and the subsequent potential for an extensive sample. However, the termination criteria of informant saturation were fulfilled partially; informant saturation was reached on some threads of informants, and over 90% of the sample was recommended by more than one other informant in the sample frequently in inter-company recommendations. Due to the partial processing of the thematic material, while interviewing, it was not possible to determine if the content saturation was reached while conducting interviews.

3.3.2 Organisation demographics

The individual forms both a case and the unit of measure in this study; however, in the interests of transparency, the following observations are made on the organisations within which the social intrapreneurs are engaged. The organisations were large for-profit organisations (Kushnir, 2010; Trent, 2010). All companies had representation in three or more countries. The organisations' median annual revenue was \$47B in 2017, and their median employee count is 79,000 employees. The sample spans individuals in organisations headquartered in both Western Europe and the United States. The cases include companies in the energy sector, telecommunications, financial software, personal and business software, enterprise systems, retail, semiconductors, fitness, fashion, consumer electronics and smartphones. The sample appears geographically skewed towards companies headquartered in the USA (67%) and Europe (33%), and none headquartered elsewhere in the world. Of the sample organisations, 13 are listed on the FTSE for good/Dow Jones sustainability index, 11 are listed in the fortune 500 companies for 2018. An overview is given of the organisations in Table 15.

Table 15 Organisational demographics of the sample

Demographic variable	Data		Observations
Number of organizations in sample	11 organizations make up	71% of sample	11 companies listed in Fortune 500
	14 organizations make up	80% of sample	>13 companies identified on either the DowJones sustainability index or the FTSE4Good indices
	27 organizations and individual contributors make up	100% of the sample	From 2018 listings for Fortune 500, DJSI and 2017 listing for FTSE4Good
Size of organization in Revenue (\$USD) 2017 annual reports	Range of revenues	\$1B-\$300B	Details from annual reports 2017 of interview sample organizations
	Median revenue	\$47B	
	Type of business	100% of sample for profit	
Size of organization in employees (globally) 2017 annual reports	Range of employees	100 min to 600,000 max	Details from annual reports 2017 of interview sample organizations
	Median employee population	79,000	
Continental Locations of organizational headquarters	Africa	NR	Countries of organization headquarters: US, Netherlands, Germany, Ireland, Switzerland, UK. US and European centric HQ locations
	North America	67%	
	South America	NR	
	Asia	NR	
	Europe	33%	
	Oceania	NR	
Sample of Social intrapreneurs not in HQ region	Non HQ location	23%	Around quarter of sample not located in HQ country
Industries represented in sample	Telecommunications, Electronics, Pharma, Energy, Software (Enterprise and personal), Financial, Fitness, Apparel, Food and Beverage		

Source: This study

*The smallest organisation having around \$1B annualized revenue, representation in more than 10 countries, however only 100 employees and a highly leveraged global outsourced team.

The North American and European centrality of the sample has similarities to the North American and European centrality observed in the systematic literature reviews, with over 86% of the relevant literature being affiliated with these regions. However, on more critical inspection, the empirical distribution of 67% North American and 33% European headquarters is the inverse of the literature reviews authors regional affiliations, 33% and 53% respectively.

3.4 Descriptive details of the textual analysis

This section discusses the descriptive (as opposed to demographic or thematic) output of the empirical study. In total 4022 NVivo references (coded phrases or words in NVivo) were considered relevant to both the primary and secondary research questions. These NVivo references were extracted from the 78 hours of interviews and over half a million words of transcripts. The NVivo references fell into 198 nodes (both primary and secondary containers that the NVivo References are grouped into). The NVivo references form the foundations for the thematic findings and are made up of 2234 tensions NVivo references, 1710 navigation NVivo references.

The data analysis and synthesis resulted in descriptions of six master themes of tension polarities (groups contain the polar ends of the tensions). With six master themes of navigations. Expanded details of the raw NVivo references and nodes are given in Table 16

Table 16 Descriptive summary of textual analysis

Descriptive data	Number of coded NVivo references	Number of nodes	Constituent themes	Master themes
Coding stage				
Initial naïve coding (driven by data)	5591	704	N/A	N/A
Coding (after application of research questions and consolidation) structure total	4022	181	26	12
Tension	2234	102	16	6
Navigation	1710	79	10	6

Source: *This study*

4 Findings

4.1 Introduction to findings

This chapter focuses on the findings from the empirical study. The chapter does not seek to discuss literature or contextualise findings within the literature, only to document and synthesise the thematic findings of the empirical research.

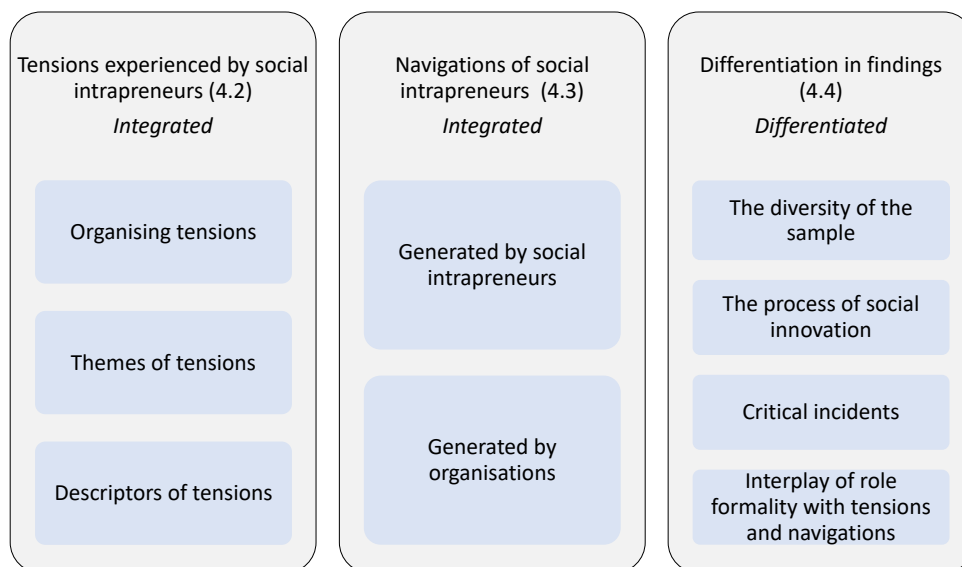
The process of generating findings starts with collecting data through textual analysis, which is then organised into master themes. These themes are further categorised into constituent themes within those master themes (Braun and Clarke, 2006; King, 2004). The themes are tested against the individual social intrapreneur cases, and through an iterative cycle of review and examining the distilled themes and constructs presented below are synthesised. The process of generating findings is graphically depicted in Figure 14.

Each case (social intrapreneur) has many unique features and facets, and the organisational context of each socially intrapreneurial role exhibits high degrees of diversity between other social intrapreneurs (cases). With this heterogeneity of the socially intrapreneurial roles, a direct comparison cannot be made between cases. However, in this exploratory journey, fruitful comparisons were made between socially intrapreneurial cases by considering the patterns within the macro themes of tensions and navigations experienced and described by the study participants. This findings chapter is written based on identifying key themes from the interview NVivo references, being illustrated with vignettes of case narratives. These empirical vignettes are grouped into distinct constituent themes. Within the vignette's interviewees are designated by "Int. ##", the numbers corresponding to Appendix Q.

The findings chapter is organised firstly considering common themes and patterns emerging from the empirical data, initially aligned with the primary research question, "What tensions, do social intrapreneurs experience?" and

then thematically grouping the findings related to the secondary research question of “What navigation strategies do these social intrapreneurs deploy in response (to tensions)?” The findings chapter continues with an analysis of the granularity within the sample (described in section 3.3), considering how the formality, expectations and levels of the research subjects reveal nuances in both the fabric of tensions and navigations of those tensions. In contrast to the early part of this chapter which integrates the findings to deliver an overview of observed tensions and navigations; the latter part of the chapter differentiates between the contexts and manifestations of tensions and navigations. This differentiation includes observations on the formality of “social” or “innovation” content of roles, hierarchical effects and longitudinal (severely limited by the non-longitudinal nature of the study) considerations. The chapter ends with a summary of the findings as a prelude to the discussion chapter. Since this is a complex chapter and a bridge into the discussion and contributions, a map for guidance through the findings is provided in Figure 15.

Figure 15 Overview of Findings chapter



Source: This study. Sections are designated in parentheses.

4.2 Tensions experienced by social intrapreneurs

This section focuses on findings from the empirical data synthesis that inform and develop an understanding of the primary research question related to social intrapreneurs in MNC:

What tensions do social intrapreneurs experience?

The following quote from both a practitioner and a leader of social intrapreneurial activities captures the macro challenge presented by social intrapreneurial activity, within a large for-profit:

"There's two barriers. And interestingly, it's probably the two words, social and innovation. Organisations already have a challenge, there's already barriers to innovation even if it had no social element in terms of actually trying to grow that, build that, bring that into the organisation". Int.04, p4.

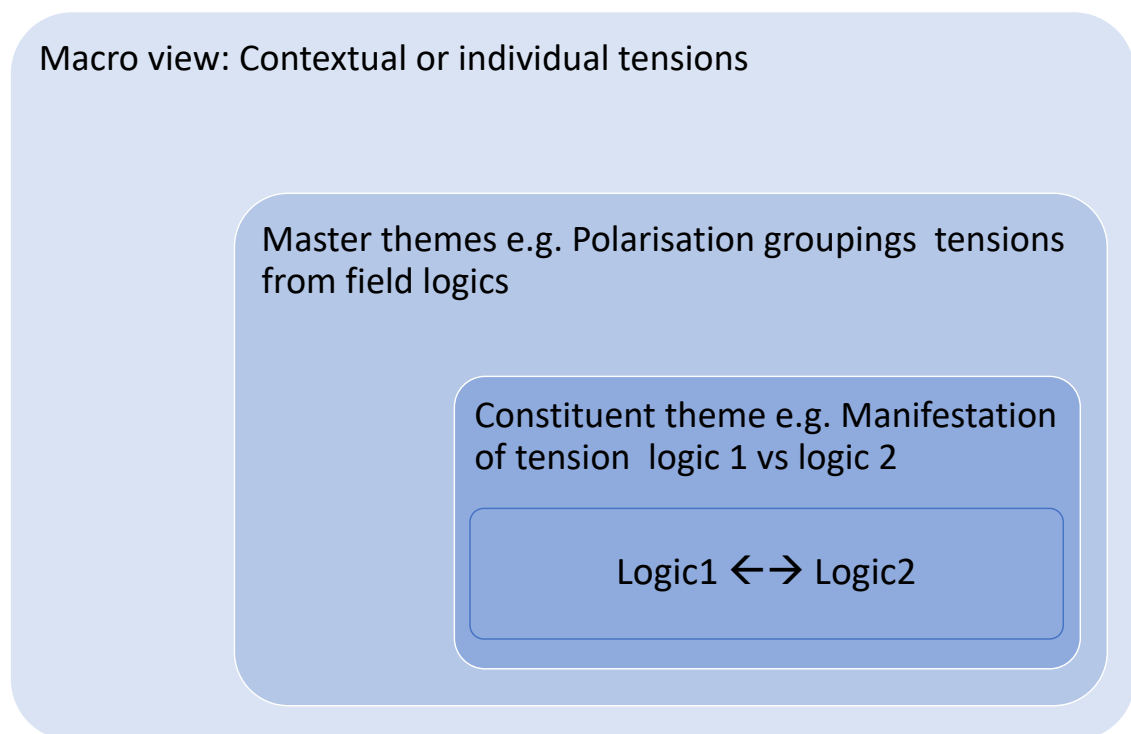
Int.04 was one of the many social intrapreneurs who are prolific in their descriptions of tensions that they encounter while engaged in employment at large for-profit MNC and attempting to engage in a socially intrapreneurial activity. The empirical data collection identified over 2000 NVivo references to tension-related themes.

4.2.1 Organising of tensions

As discussed earlier in section 2.2, tensions can be viewed anatomically as the strained state between two entities with contradictory tendencies. The entities can often be reduced to opposing dipoles (or polarities) that illustrate separation of ideals from which the contradictory tendencies arise and manifest in practice. For example, the tension of field logics exists due to the separation between one entity holding a market-focused logic, e.g. *how can we increase revenues?* Moreover, the other entity holding an aid field logic, e.g. *how can we maximise the number of people we help?*

Within the empirical data associated with tensions, there appear two groupings, those that were related to tensions between the social intrapreneur and their context (institutional, organisational or groups) and the second group of tensions between individuals (either individual others or individual self). Within these macro level groups, master themes of tensions are organised by level of perspective from the most abstract from the individual, e.g. field logics, to the least separated, e.g. the social intrapreneur themselves, for ease of discussion. The hierarchy of terminology utilised, i.e. master themes and constituent themes is consistent with template analysis labelling (King, 2004) and is illustrated in Figure 16.

Figure 16 Hierarchy of template analysis thematic outputs



Source: This study with labelling based on King (2004)

The thematic analysis of the textual data from the semi-structured interviews was, coded within Nvivo, and following the flow illustrated in Figure 14, synthesised into groups of emergent master themes (tensions with similar dipole causes) and more detailed constituent themes of these tensions

(description of actual tensions, subgroups of the polarisation groups) are described and illustrated with empirical examples in the following sections and shown in Table 17. Table 17 is presented ahead of the individual master themes as a guide for the overall thematic organisation. Additional supporting quotes from participants utilised in the thematic organisation are presented in Appendix S.

Table 17 Thematic organisation of tensions

Master themes of tensions	Constituent themes of tensions
Field logic 1 vs Field logic 2	Dogmatic business logic vs social logic (139)*
	Co-existing business logic vs social logic (75)
	Social field logic 1. vs social field logic 2. (60)
Organisational values vs individual values	Pro-social individual vs non-social organisation (275)
	Pro-social individual vs pro-social organisation nonaligned (59)
	Non-social individual vs pro-social organisation (23)
Organisational structure vs social intrapreneur	External facing structures vs social intrapreneur (201)
	Hierarchical structures vs social intrapreneur (183)
Organisational process vs social intrapreneur	Functional processes vs social intrapreneur (199)
	Metrics vs social intrapreneur (59)
	Incentives vs social intrapreneur (45)
Leader/Manager vs social intrapreneur	Leader vs social intrapreneur (185)
	Manager vs social intrapreneur (101)
Social intrapreneur vs self	Purpose vs Career (78)
	Marginalisation from the collective (53)
	Bandwidth for intrapreneurial activity vs other activity (41)

*denotes the number of NVivo references. *Source: This study*

4.2.2 Thematic tensions experienced by social intrapreneurs

4.2.2.1 Tensions between field logics

Within the empirical data of tensions, a master theme is observed of field logic (1) vs field logic (2), i.e., field logic vs an opposing field logic. Within this master theme, three distinct dipolar forms are identified (three constituent themes of tension for this group of polarisations). The first constituent theme is the product of business-orientated field logics vs social logics, where the business logic is dominant. The second constituent theme has dipoles of business and social logics, but they are enacted in a way that there is some acceptance of the social logic. The final constituent theme is where the tensions are generated between two social field logics, i.e. social field logic (1) vs social field logic (2). This last constituent theme exhibited between social logics of the social intrapreneur and those social field logics within an institution or organisation. The continuum described is represented in Figure 17.

Figure 17 Observed constituent themes for field logic tensions



Source: This study

Constituent theme: business field logics vs social field logics

This constituent theme is formed from tensions with business or market type field logics at one dipole end (the standard remit of the for-profit company that the social intrapreneur inhabits), and the other part of the tension dipole being a

social field logic enacted by the social intrapreneur. The social field logics may include diversity and inclusion, education, sustainability, environmental and worker and community rights. At a macro level, the need to make a profit can be seen conflicting with the capability of doing social good and benefiting society. The tension is characterised in the following quote, from Int.08, who is outlining a significant social innovation initiative to the companies most senior leader:

"The most senior leader, he said, "This is amazingly good for humanity. I can't imagine a better thing that could be happening than this. I just don't think this is good for [our company]" Int.08, p13. (A, i)

This constituent theme contains tensions where the dogma around business logic in the organisation dominates the context. The actions of evaluating projects, funding, success, and metrics are judged solely through the lens of delivering on the business logic. The data indicated it could be further accentuated when the business logic focusses on short term results. Judgments on social innovations were seen as being made based on the business logic metrics such as profit, market growth or revenue. Project selections are made solely based on enhancing business logic metrics. In the observations, this frequently leads to tensions and frustration of the social intrapreneur, as a result of the challenging barriers, this presents to pursuing social missions. These frustrations are evident in quotes from Int.19 and Int.01, working in different industries:

"it's all about making money and forget everything else, and it's your fiduciary duty to do that. It always jarred" Int.19, p2. (A, i)

"if you look at their [the company] list of priorities and the list of their top things, things that they have to get done for the year, that wasn't on that list [social innovation and social good], and it wasn't necessarily contributing to that list, and you know these were typical business deliverables that they were in charge of" Int.01, p2. (A, i)

The tensions identified in this section predominantly discuss the tension that the social intrapreneur faces in dealing with the extant field logic. In most cases, the social intrapreneur appears accepting that the extant logic is not going to change. This situation leads to the observation of an anchored tension nature (i.e. the tension between social and business logic is unlikely to change), with tensions being predominantly ideological in form. The impacts identified were usually failing in funding and gaining support for the organisation.

The constituent theme of co-existing social and business logics

Contrary to the previous manifestation of this group, other manifestations exist that result from a more dualistic interaction between the institution's business logic and the intrapreneur's social stance, where dogma for business logic gives way to a co-existing voice for both social and business logics. A balance is often sought between the business logic being met (to ensure business objectives are fulfilled) while creating a context where the social and business logics can co-exist.

A recurring example (in the empirical data) is a tension generated by the process of needing to make a profit to stay in business, in order that agreed-upon social initiatives could be enacted. These paradoxes showed how ideological tensions could transition in magnitude in a for-profit organisation that wants to fulfil a for-profit and social agenda. In the case below the CEO and their leadership team balanced sustaining the business vs accelerating social goals:

"We need to first make sure that we have to sell phones and is the amount of phones enough to be able to make a profit in Germany then, that is not really a kind of an if/or decision that you put next to a decision should we invest in an e-waste project. By definition if we don't do the first, we can't do the second either, it's not a choice, you really need to make sure that you have sustainable business. That you have some money to also pay for our people salaries in the operational processes

that you need to sell the phone and before you can actually build on top of that and reserve money for impact projects."

Int.28, p5. (T, i)

The transitional nature is exhibited in the modulation of the tensions' size as the criticality of revenue optimisation changes with time.

Where expectations of a business and social logic co-existence are expounded in a context and are seemingly not met, generative tensions appear to be created. For example, where institutional expectations were set that social innovations and agendas will have a voice in the organisation, however with little influence, as Int.04 illustrates:

"But quite often the social elements that with a handful of people in the organisation with minimal budget and to be honest the minimal influence in the bigger strategy and decision making in the organisation. So, you know, it's hard enough doing innovation and then on top of that if it doesn't stand financially and aligned with the core to the business that it's social one, it makes even doubly hard."

Int.04, p4. (G, i)

The promise of supported social agenda and field logics within the organisation leads to the generation of new tensions when social intrapreneurs realise they are not supported with resources or the change in the institution's underlying logic. This situation can result in the creation of marginalisation of those supporting the social field logic. These tensions are shown to include increased scrutiny of the initiative, social intrapreneurs not being heard or acknowledged, to new organisational tensions being generated that may frustrate and confuse social intrapreneurs and others on the organisational missions. One example is the inefficiency of having to re-justify the activity because of its diverse field logic nature and was slowed in the execution of initiatives due to this extra justification cycles:

If it had a social aspect, you had to tell people ten times it was for profit. And it would always be why is the foundation [philanthropy group] not doing this? No! no! this is for-profit and you would be battling this in every conversation. If it had any social, tree-hugging goodness to it people would be confused."

Int.11, p50. (G, i).

Constituent theme: Social logic (1) vs social logic (2)

Contextually dual social field logics can create tensions when co-existing in a for-profit organisation, creating diversion and dilution of attention. In these cases, social intrapreneurs may have to choose between two social logics that exist in their context. Int.33 relates such a choice and the tension created:

"Trading off maybe between social impact and environmental impact, often you have to choose one over the other. I think on the broad example side, we tried to stay as focused as possible with a few issues not trying to tackle everything at once."

Int.33, p17. (A, i)

In a prior role, Int.33 gives a second example where ethical vs social choices needed to be made in ensuring that a company could meet their social objectives:

"We had the moral dilemma of whether to bribe customs officials to ensure our sustainable and socially produced goods reached their target markets." Int.33(2), p1. (A, i)

As identified in these two examples, these social logics vs social logics are often paradoxical and unlikely to result in a win-win situation from the social intrapreneur's perspective.

In summary, tensions between field logics could be considered a continuum of tensions from a dogmatic style of adherence to business logic, to a more fluid hybrid mix of business and social logic in the discourse.

4.2.2.2 Master theme: Organisational vs individual values tensions

When observing tensions generated from organisation values vs values of the social intrapreneur, multiple manifestations were exhibited. Three constituent themes of tensions observed, the first were social intrapreneurs with social values vs non-social organisations. The second constituent theme was pro-social individuals in pro-social organisations; however, with non-aligned social values. The third sparse observation were accounts of pro-social organisations vs non-social individuals.

Constituent theme: pro-social individual vs non-social organisation

A constituent theme identified in the empirical data results from the social intrapreneur holding pro-social values that are not reflected by the organisation's values. This constituent tension theme had many quotes and NVivo references, since the majority of the social intrapreneurs, the target sample of this research, are considered likely to be pro-social. Int.03 is an example of a pro-social individual driven by values, purpose and social mission, and the organisation does not share those same values:

"I think for them this a is job but for me, it's a mission and my values. And if I know that this is what they're trying to do I want to make sure that we're doing and that the best most sustainable holistic way possible. I think when they finally understood where I'm coming from. There was more room for discussion, but they still wanted to keep the reigns pretty tight." Int.03, p17. (A, i)

Int.03 illustrates the tension that divergent values can create and a control aspect of having pro-social values in a non-social context.

An interesting variant of this constituent theme frequently identified was a divergence between an organisation's espoused values and the organisation's realised or demonstrated values. The demonstrated values of the organisation often being in tension with the values of the social intrapreneurs values. To further expand on this variant of the theme, social intrapreneurs would initially consider their organisational context to be pro-social in values. Not all the interviewees who experienced this particular emergent tension could describe the root cause of this value change, however, in several cases, the data shows the cause to be either the result of organisational rhetoric, e.g. value statements that do not match the reality of the organisational values or in some cases the result of assumptions of the social intrapreneurs with respect to the organisation's values.

In either case, the outcome is that an emergent tension between the organisation and social intrapreneur. This situation leads to examples of transitional and generative tension types; transitional tensions grow in magnitude as the organisation demonstrates values that increasingly differ from those of the social intrapreneur. This transitional change can also result in the generation of new tensions as the social intrapreneur realises that their previous role and value set that they felt were aligned with the organisation is now apparently not aligned with the organisation's actions. For example, Int.11 narrates the journey that reveals the difference between the rhetorical values and the organisation's realised values. Initially joining an organisation to lead a social intrapreneurial effort, Int.11 discovered the following:

"They have had little to no interest in our innovation team actually executing [social innovations]. What they really wanted was a great marketing story. In fact, the innovation team was put under marketing."

Int.11, p11. (T, i)

Int. 11's story continued regarding the output and impact expected, very visible idea generation but no execution of initiatives:

"Done the next one, then the next one and so on and never deliver anything. But it just that when you are not that person, that does not drive you. Our driver was to deliver and have some [social] impact."

Int.11, p12. (T, i)

Furthermore, finally, due to the new tensions of conflict between personal values and this new understanding of the organisation's values, an impact on the social intrapreneur (and a colleague who was also a social intrapreneur), and potentially the organisation's social impact/marketing program:

"And consequently, we both ended up leaving."

Int.11, p12 (G,i)

Illustrating the powerful impacts such tensions may have.

Constituent theme: Pro-social individual vs pro-social organisation (non-aligned)

In many cases, a social intrapreneur (with pro-social values) and an organisation with pro-social values, do not exhibit value-based tensions when the values are aligned. For illustration, the case of Int.28 indicates how the alignment of values manifests to the social intrapreneur:

"Our customers, because of them we are here. For me this is for a living, for being, for [the company], because we have these challenges and we need to come up with solutions and create ways and that's why we or wouldn't be there, [the company] wouldn't exist. It's just that's exploring how we can improve our program and close our gaps, bring the two closer together and be more, yeah, be more impactful." Int.28, p11.

In contrast, when the organisation's pro-social values and the social intrapreneur are not aligned, but divergent, tensions can emerge. Empirically there appear to be two different causes for this divergence and subsequent

tensions observed. The first is based on a divergence between the organisation's specific social values and the social intrapreneur, the second based on an intentional modification of the organisation's values over time.

Divergent values due to the passion of the social intrapreneur

Social intrapreneurs with passion contrary to the organisation's social direction, experience tensions akin to those experienced by social intrapreneurs who are embedded in organisations with non-social values. These social intrapreneurs experience lack of support or legitimacy. For example, Int.58 inhabits a pro-social organisation focusing on investment in social programs related to STEM (Science, Technology, Engineering and Math) for girls and the social intrapreneurs (Int. 58's) passion and values are in developing programs for primary education, in marginalised ethnic communities:

"As we didn't get whole out of publicity from [the company] for this program. We get recognised by the state with respect to our contribution, but as far as the STEM component, if we were mentoring all STEM students it would be a lot more publicity for what we're doing. What most companies do is they have sanctioned events that they prioritise, their goal or whatever will be for that year that quarter but with this being something that we created ourselves, we would have been able to get a lot more publicity from the [the company] side if it [the initiative] had fit squarely into one of their top pillar things, but that is not the reason we were doing it but we were able to make an impact and make it sustainable it was something that we had passion around and wanted to do for the right reasons." Int.58, p13. (A, i)

Int.58 later reiterated that social innovation was carried out based on his and his co-intrapreneurs passions and values and not those of their employing company.

The organisation changes the focus of its social values

An organisation may change the focus of its social values, for various reasons, included in this study were motivations of stakeholder pressure (both stockholders and community) and creating new markets. The change can result in new tensions being generated between social intrapreneurs who were previously aligned with the organisation values. These generative tensions are illustrated in the case of Int.06. The particular organisation was changing values from a broad community-based set of values to a more specific focus on intrapreneurs working with impact investing based initiatives:

"Because of this focus on impact investing a lot of the Community Based Organisations, have been losing out, for example, Youth Radio is a community organisation, and they're like, you know, often we're about technology teaching kids about technology and so forth but we're not in impact investing? And so, we're losing funding." Int.06, p29. (G, i)

The case of social values of an organisation changing in these examples is a deliberate and intentional act. This intentional divergence of values is distinctive from the previous section, where emergent non-intentional divergent values are observed as a source of organisational level tensions for social intrapreneurs.

In summary, tensions are created when values of the organisation and the individual are divergent. This situation can be either an existing divergence or as discussed, an emergent process, both from intentional and unintentional organisational and individual actions.

The next sections discuss the master themes of tensions organisational structure tensions and organisational process tensions.

4.2.2.3 Master theme: Organisational structure vs social intrapreneur

The following section captures examples of tensions between organisational structure vs the social intrapreneur, organised into two constituent themes.

Those themes are tensions resulting from social intrapreneurial interaction with outward-facing structures in organisations (e.g. legal, brand structures, sales and marketing), where it could be considered that these structures are in place to build and sustain the outside image of the organisation. The second set of tensions result from hierarchical structures, which are predominantly inward-facing.

Constituent theme: Outward-facing structures vs the social intrapreneur

Outward-facing parts of the organisational structure, e.g. legal departments, brand ownership such as marketing or sales, and human interfaces such as HR and communications, can all act as challenges to the social intrapreneur.

Tension generation from this dipole occurs at all stages of social innovation from initiation to scaling.

Int.33 experienced tensions related to both speed and collaboration when working with the public relations department (PR), to launch a social innovation:

"An environment which doesn't work, a toxic environment, is people standing in the way, where the PR Department needed to vet everything going out of the company and this limited any innovation". Int.33(2), p2.

(A,s)

It is beyond the intended scope of this study to evaluate whether the generation of tensions is advantageous or disadvantageous for the organisation or the social intrapreneur. However, an interesting finding in this constituent theme is the perspective held by Int.04. The social intrapreneur shared an example, where seemingly positive publicity for social innovation and social actions can create a negative public backlash, and new or generative type tensions being created in the context of the conflict between logics:

"So that's the other challenge around getting project approved on moving forward. Generally, there's not actually a bonus because if you

PR yourself as a large organisation that you're doing good, you're opening yourself up to everyone to find holes elsewhere, you say, yeah, but you're not doing this, you're not doing this." Int.04, p6. (G,s)

Other social intrapreneurs also shared this perspective from the three highest revenue MNCs in the sample; that sometimes, the tensions created structurally internally help prevent external generative tensions at an institutional level and negative public backlash and increased scrutiny of social programs.

Constituent theme: Hierarchical structure vs social intrapreneur

In contrast to the previous section's outward-facing tensions, this section discusses tensions that emerge from how the hierarchical structure (internal to organisation) interacts with the social intrapreneur. A simple form of this tension is related to non-cooperation, e.g. that is "not our job" when trying to implement a social innovation, as illustrated by Int.50, when trying to engage a cross-functional team in social innovation:

"I felt when I talked to different people; they just said oh, this is not our responsibility. That is the Seattle team responsibility. Or this is not my responsibility. This is a supplier's responsibility." Int.50, p28. (A, s)

Tension generators of this type are not unique to social intrapreneurial efforts, other organisational employees experience similar "siloes" behaviour (although this is beyond this research's objective and scope).

A more complex formal structural challenge, potentially deliberate or perhaps resulting from structural misalignment, results from competing functions. Organisational structures may establish separate organisational teams or individuals focuses on different social elements, e.g. CSR vs sustainability teams that maybe conflict with each other creating tensions:

"Another barrier was the integration of multiple teams, Product

sustainability, had a person, facility sustainability had a different leader and then there was the CSR team. There is no [unifying] forum to align teams. We should have operated together. There was no overarching CSR approach." Int.46, p20. (G, S)

In summary, examples of structural, either outward or inward-facing structures were frequently referenced in most large organisations in this sample.

4.2.2.4 Master theme: Process vs individual social intrapreneur

Complementary to the previous section on organisational structures, processes viewed at an organisational level vs social intrapreneur included observations of many tensions created by incentives and metrics (measuring processes), and functional processes and policies. Functional processes could be considered as falling either in the process or the structure master themes; for this research, they are considered process-related tensions. This section discusses the constituent themes observed first for functional processes, followed by consideration of metrics, and ending with a discussion of incentives.

Constituent theme: Functional processes and policies vs social intrapreneur

Often, the underlying tension can be with processes designed to fulfil the organisations' for-profit mission, which results in non-optimised or disruptive processes to fulfilling a social mission. Presented are examples at the company level and department levels. At a company level Int.19 outlines some of the challenges of processes not designed to facilitate social intrapreneurial activity:

"They need 100% compliance with [company] policy. So where we had a work around a policy or someone turning a blind eye [previously], we suddenly had to comply with policy and these are policies where, they make a \$85 Billion monolithic company successful, but they are not the policies that will allow it to get to constructive [social innovation] challenger business." Int.19, p12. (A,p)

At a department level Int.50 highlights the tensions of dealing with billing departments and contract departments related to launching a social innovation and when talking with a billing department:

""That is just not my standard protocol. I don't need to do that." [Billing department comment] However, it goes back to the point like process. Yes, it's a good thing. However, it should be also nimble enough to introduce somewhat other. The resistance was generated, unfortunately, by the process."
Int.50, p24. (A,p)

And at a more local department level Int.21 finds the travel and meeting policy does not allow for spontaneous meetings and networking for ideation:

"She [manager] was very compliance driven she said you cannot just go and meet people at MIT, we have to know who you are meeting. Why you are meeting?" Int.21(1), p51. (G,p)

In Int. 21's example, in addition to the tensions, the organisational process created a moral dilemma for the interviewee related to pursuing social innovations. Int.21 had to choose between making up false reasons for the meeting to comply with the process or following an ethical stance and not meeting with others; this results in additional tension or a new generative tension.

Constituent theme: Metrics vs social intrapreneur

The tensions observed in the interviews associated with metrics are multifaceted, including organisations that use no social metrics, obscure social metrics, or imply that activities that contribute to social performance diminish "core" financial metrics. An example of tensions being generated is when inappropriate metrics (albeit, from the social intrapreneurs perspective) were

applied. Int.19 experiences that social innovation is measured by a typical P&L (profit and loss statement), even in the first year of the social innovation:

"Running even with this project, we were measured. I had a P&L and I had to break even – even in that year." Int.19, p9. (A, p)

For Int.03, there is a focus on suppressing the metrics related to social engagement, seemingly for arbitrary reasons, resulting in tensions for Int.03 on both promoting the program and encouraging engagement:

"And [the company] said "oh you can't do that; we were not allowed to tell them what our [sustainability metric] is" and I said, "well why not". And they said, "because our data is confidential and, because of real estate and facilities, apparently gave the impression that they didn't want employee engagement." Int.03, p16. (A, p)

Metrics are strongly linked with the following section incentives, where incentives which are often financial, reinforce the link between, metrics/incentives/for-profit success, consequently sharing similar tensions.

Constituent theme: Incentives vs social intrapreneur

Incentive processes appear to play a role in encouraging conformance to a company's processes. These incentives reinforce a culture that follows norms and is punitive for those who move outside of the norms, and encouraging embedded behaviour aligning with process norms and mission:

"There was no reward system in [the company] for pushing the boundaries". Int.11, p23.

At a macro-level Int.56 observes this where incentive structures are used to align the members of an organisation:

"The company appears to have a risk aversion and focuses on cash cows, focus on brand protection and customer integrity. High levels of complacency and not wanting to fail. A company culture based on no failure, safety, and social safety. There are no rewards for risk."

Int.18, p2. (A, p)

By enacting socially intrapreneurial projects, the organisation's incentives process often negatively rewards these actions, creating a paradoxical situation for the social intrapreneur to either follow their values or benefit from higher rewards in their role. Int. 47 explicitly highlights this when discussing the reasons not to concentrate exclusively on social innovation passions:

"The way that [the leader] built the team is that it's a core group of people that manage the program and everyone else is volunteers and that's the way he built the program was designed that way. Now the reason why I don't go and join the core team is because frankly it's a pay cut for me. I make a lot more money doing what I'm doing." Int.47, p12.

(A, s)

4.2.2.5 Master theme: Tensions between individuals in hierarchical positions vs social intrapreneurs

In this section, findings related to the master theme resulting in tensions originating from leaders or managers, peers and others and their interaction with the social intrapreneurs in the sample. The constituent themes fall into two groupings. The first is between social intrapreneurs and senior leaders, the second being between social intrapreneurs and their more direct management. It appears social intrapreneurs often turn to individuals in power positions as a source of resources, time, and legitimacy, and additionally, they may also look to leaders for advice, support and guidance. Both senior leaders and direct/middle managers hold positions of power relative to the social intrapreneur but based on the content of the findings, it appears they exhibit behaviours of distinct groups. Interestingly there were no emergent tension

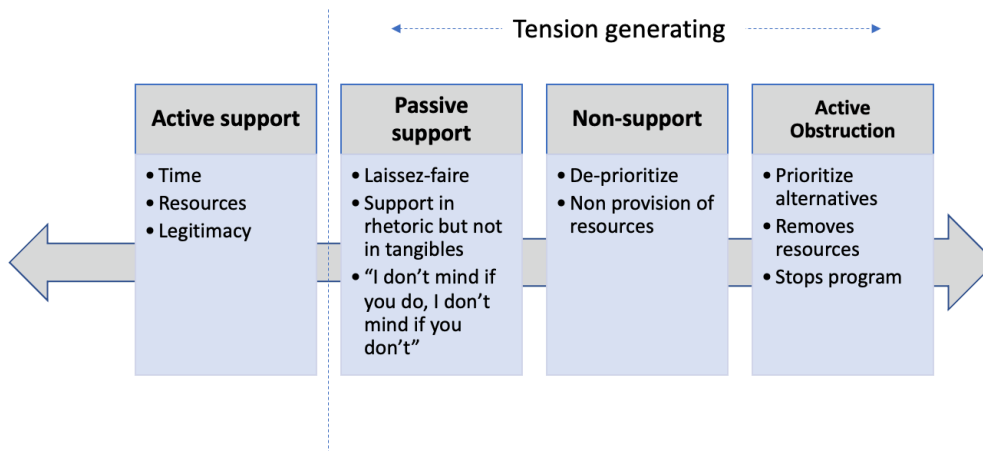
themes identified based on grass-root level or non-managerial relationships with the social intrapreneurs due to sparse data and no thematic alignment.

Within this study, the definition of a direct/middle manager vs a top manager is a relative term, and therefore imprecise. For example, for a director (as the social intrapreneur) their top-level manager may be the CEO and a VP their direct/middle manager, compared to others in the sample where a lower-level manager is their direct/middle-level manager.

A continuum of tensions is observed in the empirical results between a manager and social intrapreneurs. This continuum has been segmented into four subgroups, encompassing active management support, passive support, non-support and active management obstruction. Except for active management support, the interactions are considered sources of tensions (as explained below). The range of support is shown in Figure 18.

Passive support describes situations when a manager's rhetoric may be positive towards the socially intrapreneurial activity; however, there is no additional collateral such as resources, guidance or aid provided. The passive management support contrasts with non-support situations, where there is no supportive rhetoric and either de-prioritisation or non-provision of resources. Some participants recounted a pattern of emergent non-support. In these cases, pilot and prototypes for the social initiative may be funded; however, there is no support for scaling social innovation. Active obstruction occurs when a manager actively stops the socially intrapreneurial activity from moving forward.

Figure 18 Continuum of support observed



Source: This study

This section is arranged by constituent themes: leader or top manager vs social intrapreneur followed by tensions between middle manager level vs social intrapreneur; each constituent theme grounding its description of the manager support through examples based on the continuum described above.

Constituent theme: Top-level managers vs social intrapreneur

Passive support from top-level managers may provide the social intrapreneur with some level of legitimacy in words but not in tangible actions. However, as Int.48 highlights, this initial positive interaction can lead to tensions when executing social innovations when the passively supporting leader, does not follow through with tangible help or resources. In this case, it was to help implement agreed plans at the board level:

"He would get excited about the things we would bring to him but then wouldn't really follow through on any of our requests., I really believe it was just that he had his own agenda." Int.48, p5. (T, i)

The above example and many others illustrate a transitional type tension where the social intrapreneur faced a tension of growing magnitude related to non-delivery of ongoing tangible support. This situation can generate new tensions

as Int.31 highlights, where the social intrapreneur becomes disillusioned with the organisational leaders:

"I'm a believer in looking at that layer and all these people who are motivated and want to push themselves to try new things, and you know the executive's kind of just say like as long as you can do what you're supposed to do go for it." Int.31, p37. (G, s)

Non-Support becomes a tension for the social intrapreneur when they struggle to get their initiative on the roadmap as in the case of Int.44, highlighting a key diversity initiative is not considered a priority by the co-founder in the organisation:

"It definitely seems to us that diversity and inclusion is not the top 3 things [on] our co-founders' radar. Last year is when we went public while focusing on the road map. There's always like new kind of merger and acquisitions. There's always one of our issues that are trying to get products to market, there's the stock price or whatever. It's just clear that like it's not up there [diversity and inclusion]." Int.44, p12. (A, i)

Int. 44's example is particularly poignant since they work in an industry sector under public and policy pressure for its low engagement in diversity and inclusion.

When occurring at a top leader level, active obstruction presents significant tensions and barriers to the social intrapreneur. The case of Int.27 illustrates this with the transitional nature of tension. Originally a highly supported social innovation initiative, Int. 27's, program transitions through non-support to ultimately active obstruction. In the CEO's quarterly addresses to the company:

"At the CEO level 2-3 years ago and the state of the company [address], his 3rd or 4th slide in his deck, thinking about [social] innovation, so it is front and centre and everybody is talking about it." Int.27, p19. (T, i)

This year the slide deck had all the social innovation slides removed, and Int.27 asks the CEO to include them:

*"You should add it back, [the social innovation focus], and he wouldn't hear any of it, because I am sure it was debated by his staff. And that really was what's started the pendulum shift the other way."
Int.27, p19. (T, s)*

In addition to the tensions created, one of the impacts or outcomes was Int.27 soon after this event decided to leave the company related to the levels of obstruction for the program.

Constituent theme: Middle managers and direct managers vs social intrapreneur

The direct/middle manager forms a distinct and unique theme in the empirical work compared with top managers. Middle managers individual to individual interactions with social intrapreneurs can be a significant source of tension. The middle manager is positioned between upper management, the grassroots and the social intrapreneur. One of the most evocative descriptions of tension from the interaction with specific middle managers is Int. 31's description:

"It's the middle tundra, it is that middle layer, there is something lost in translation coming down from the top, and I think it has to do with if you had a really strong leadership who were aligned with innovation as part of the purpose and things like that then you would get it trickled down. I think because it's kind of like sure, just don't screw up too bad. It doesn't make it through that frozen layer in the middle to get down to the bottom." Int.31, p38. (A,s)

Additionally, Int.31 stated the middle management "tundra" it's "*Where ideas go to wither*". It appears that some of the tensions created by middle management are the result of the confusion of priorities, delays in decisions or dilution to both initiatives from executives and the lower level social intrapreneurs.

The tensions generated due to passive actions can be the result of managers un-intentionally undermining social intrapreneur, by either their lack of understanding or their lack of credibility in representing their employee:

"I have a boss who's a lovely human being but who is in the wrong bloody job, and so when he presents, he actually does our portfolio a dis-favour because he doesn't believe in it and you can tell. And he's very insecure and that makes him then babble on and babble on so there's a combination of just lack of substantive knowledge, not buying into the portfolio." Int.13, p4. (A, s)

The motivations for non-support or active obstruction by direct/middle management range from ideological differences, processual nature tensions, including lack of empowerment of the manager and risk the manager will not meet their metrics and incur punitive incentives. Finally, there are the hierarchical or structural based tensions where the manager feels that the social intrapreneur may undermine their organisational position:

"I approached the head of the Shop and I said you know we're ready to present and he said look you don't understand it. He said the executive level people who are funding me and the Shop they don't want it." Int.42, p26. (A, i)

4.2.2.6 Master theme: social intrapreneur vs social intrapreneur

This section considers findings related to tensions originating from the social intrapreneur themselves. The empirical observations of the constituent themes

of tensions experienced by social intrapreneurs at a personal level include marginalisation, personal purpose (career development vs impact) and bandwidth (fatigue, other life commitments).

Constituent theme: Personal purpose vs career

The social intrapreneur is presented with a challenging choice between emphasising personal purpose vs career development. An example of this in social intrapreneurial roles are making choices regarding potentially optimising their social impacts at the expense of their career development (or vice versa) and the tensions this creates. Int.12 directly identifies that surfacing social intrapreneurial activities in the organisation, were not taken seriously, and further, there was a career growth risk:

"I quickly learned about, they [social intrapreneurs] weren't taken seriously, didn't have a seat at the table. So, when I got there, I thought naturally think about how we could do things differently, how could we innovate, and at the time [social] innovation was a dirty word, too much risk, career risk!" Int.12, p4. (A, i)

In a different example, Int.47 felt animosity when pursuing personal purpose within the for-profit organisation:

"They love to see people fail [social intrapreneurs] and so it brings with it of why do you think you're so special? And you know what's so special about you? It is a challenge in how to manage that perception of my career being different than other people." Int.47, p8. (A, i)

This situation created tension for the social intrapreneur taking significant risk to their career to push forward the social innovations. In the case of Int.47, it was not only tensions of purpose vs career that were experienced but also marginalisation tensions. Additional examples from participants of individual challenges are given in Appendix V.

In a related tension to that of career vs purpose, when the innovation proved valuable or highly visible in the organisation and the social intrapreneur may have gained some career benefits; peers or managers took credit for the innovation. Int.42 shows frustration with the risks taken, and the credit went to others when the innovation was successful:

"When [the company] Research department took it on, just before they started getting all of this press. They'd worked I believe with some of the internal marketing groups and several internal articles and my name was never mentioned. So even though I'm a co-author of the patent, I drove a lot of this it was a little disheartening to see the articles come out and my name was not even mentioned." Int.42, p19.

Constituent theme: Marginalisation from the collective

The participants describe the role of the social intrapreneur as lonely, stressful and misunderstood by others. As the case of Int.47 above indicated, there was animosity from the collective based on their differences. The manifestations are the result of the social intrapreneurs choices to not act with the collective. The tension dipoles are often that individuals standing-out rather than fitting in with others. Int.12 describes this clearly when recounting feelings in many peer group interactions in the organisation:

"I don't fit anywhere, but I feel I offer so much value, thinking how we can do this bigger, better, differently, right and there is no one hiring these sorts of people, I stood out, I did not fit in." Int.12, p20. (A, i)

Others describe the feeling of standing out by being considered: "a weirdo" (Int.05), being a: "salmon swimming upstream" (Int.34) or being: "marooned on a desert island" (Int.21). These quotes are built upon the loneliness and isolation tensions the participants felt within their peer groups. Additional examples from participants of individual challenges are given in Appendix V.

Constituent theme: Bandwidth for social intrapreneurship vs everything else

A personal challenge for social intrapreneurs is the balance and choices they have to make on what to spend their time, career, social intrapreneurial activities, and personal life. For social intrapreneurs, the addition of a third factor of "their personal purpose", in addition to home-life and work-life creates additional constraints with their available time (bandwidth):

"Call it burnout, call it whatever it's very easy just in terms of the company, as an intrapreneur to not feel a lot of that support that you need in order to keep going and continue to push. I'm sensitive to that myself and try and place enough balance, I'm not yet getting into a situation where I've taken things so seriously that [it's] affecting my health, but I am not surprised a lot of intrapreneurs suffer some level of burnout." Int.41, p21.

Additional examples from participants of individual challenges are given in Appendix V.

4.2.3 Descriptors (coordinates) of tensions

In the above section, tensions are considered thematically from an anatomical perspective, i.e. how they are constructed. An observation from the empirical data was that tensions could also be organised in a more etiological structure, i.e. the dynamic aspects they present. The following short section organises tensions using an etiological view of tensions.

In the synthesis of thematically grouping NVivo references in this view of tensions, two themes emerged. The first was related to what formed the tension or the origination of its dipoles (form). The second theme was related to the dynamism or nature of the tension over time (nature). This activity leads to a proposed etiological style typology of descriptors of both tension form and tension nature.

Tension form consists of three thematic forms (exemplars are given in Appendix R):

- Ideological tensions designated in early text with (i), e.g. tensions of values and purpose
- Structural tensions designated in early text with (s), e.g. tensions of organisation, power, and hierarchy
- Processual tensions designated in early text with (p), e.g. tensions of conflicting processes.

Tension nature, the second descriptor of tensions is aligned with the behaviour over time of the tensions:

- Anchored designated in early text with (A), e.g. stable magnitude and stable dipoles composition
- Transitional designated in early text with (T), e.g. changing magnitude of tension however stable dipoles
- Generative designated in early text with (G), e.g. changing magnitude and changing dipolar nature composition.

An illustration of these dimensions are given in Table 18

Throughout the narrative of findings in section 4.2 above, the NVivo references are labelled with the coordinates of (form, nature) for transparency and signposting purposes. Exemplars of each form and nature are given in Appendix R,.

Table 18 Summary of natures and forms of tensions identified empirically

	Nature	Anchored (A) Stable magnitude Stable dipoles	Transitional (T) Changing magnitude Stable dipoles	Generative (G) Changing magnitude Changing dipoles
Form				
Ideological (i) Values, logics, missions				
Structural (s) Physical, power, organisational				
Processual (p) Processes, embedded behaviour, rules				

Themes within tension forms and natures

At a macro level, the coordinates of form and nature, enable visualisations of how different types of tensions are distributed within this study. This ability to visualise provides some qualitative value relative to understanding common structures of tensions and more outlying structures. For example, frequently observed in this study are tensions considered ideological and anchored (A, i), in contrast, tensions with a generative nature are infrequent relative to structures (G,s) and processes (G,p). This outcome may result from the informants, the questioning, or the definitions of the tension coordinates. The (form, nature) coordinates create an opportunity to add an alternative dynamic (or etiological) view of the texture of tensions compared to the more static descriptions from the anatomical perspective of tensions in sections 4.2.1 and 4.2.2.

When considering the dynamic texture of tensions, field logics tensions appear to be clustered predominately in the ideological form, unsurprisingly due to this form's definitional structure consisting of values, logics and missions. The nature of the tensions with the field logics ranged from anchored tension natures when considering dogmatic business groupings, shown in Figure 17 indicating the dogmatic (adherence to business logic) end of the continuum exhibits more anchored tension natures. In contrast, the hybrid (mix of social

and business logics embraced) display examples of Generative and Transitional tensions.

Using patterns based on the nature of tensions over time (anchored, transitional and generative), and the form of the elements in the tension dipoles (ideological, structural or process) resulted in a capability to map NVivo references relative to different types of tension coordinate. This mapping is shown in a 3D representation, in Figure 19.

The mapping implies that for the particular sample of this study, and from the perspective only of social intrapreneurs (not from their organisations, peers, managers, employees) that the perception is the majority of tensions are relatively stable in nature (anchored), however, range considerably in form. The mapping describes a few tensions with transitional natures and even fewer being generative and creating new tensions. Furthermore, most generative nature tensions appear to be new tensions formed from ideological forms of tension.

These findings should be considered within the limitations of this study's methodology. These limitations include the non-longitudinal nature, the possible bias against transitional and generative nature detection and the collection of only social intrapreneur perspective and not that of their co-workers, managers or leaders. However, this exploratory texturing of tensions experienced within MNCs offers a potential direction of further empirical inquiry, further discussed in section 5.4.

Figure 19 Three-dimensional distribution of tensions

Nature	Anchored Stable Magnitude Stable dipoles	Transitional Changing Magnitude Stable dipoles	Generative Changing Magnitude Changing dipoles
Form			
Ideological Values, Logics, Missions	Organisational /Institutional		
	341	195	85
	108	44	53
Structural Physical, power, organisational	325	59	9
	165	85	3
Processual Process, behaviour, rules	299	25	0
	60	8	0
			Individual

Source: NVivo thematic coding from this study. Frequency of quotes is for illustration only and not for quantitative purpose.

4.2.3.1 Summary of tensions section

By combining the empirical data obtained in this research and utilising the definition of tension as the resulting issues created between two dissimilar poles, the preceding section has described a portfolio of tensions themes described by social intrapreneurs in MNC, from two perspectives. Firstly, a framework of tensions experienced by social intrapreneurs has been constructed from the empirical data. These have been organised by considering a dipolar anatomy of the tensions. Secondly, a typology of tensions is proposed to form a more dynamic consideration of tensions nature and form

that were observed in the empirical study. This second view results in a more etiological view of how social intrapreneurs experience tensions.

4.3 Navigations findings

This section synthesises, organises and groups themes that address the secondary research question:

"What navigation strategies do social intrapreneurs deploy in response to tensions?".

With over 1700 total navigation NVivo references, patterns of navigation themes emerged.

The empirical data based on navigation references may be organised into two major groupings, those navigations generated by the social intrapreneur, and those generated predominantly by the organisation. In the following sections, master and constituent themes of navigations are discussed and illustrated with empirical study examples. Further examples of participants quotes related to navigations are available in Appendix T.

4.3.1 Navigations generated by the social intrapreneur

The navigations generated by the social intrapreneur are often responses or reactions to tensions and may take forms of mitigation, modification, reduction or avoidance of the tensions. The empirical findings of navigations could be considered as forming five master themes legitimising, avoiding, confrontation, compromise and acceptance.

Within these master themes, the constituent themes are arranged as follows:

Master theme: **Legitimacy** - framing, past credibility, individual legitimacy, group legitimacy

Master theme: **Avoiding** - concealing (and reducing), and removing from the situation

Master theme: **Confrontation** - dis-embedding and direct confrontation

Master theme: **Compromise**

Master theme: **Acceptance**

The overall organising of navigation findings is shown in Table 19.

Table 19 Thematic organisation of navigations

Navigation By	Master theme	Constituent theme (notes in parentheses)
Social intrapreneur (877)	Legitimising the effort (note this is also exposing the work)	Message framing and shared value generation
		Use of past credibility, the legitimacy of past performance
		Individual legitimacy (new legitimacy, sponsorship)
		Group legitimacy (new legitimacy, Coalitions, Movements)
	Avoiding notice of the effort	Stealth (conceal, partial conceal, shrink)
		Removal (from the situation)
	Confrontation	Dis-embed from context (at the start)
		Confrontation along the way (before, during, after), both major and minor events.
	Compromise	Finding some middle ground
		Acceptance
Organisation (599)	Legitimise	Framing and Shared value generation
		Formalise (strategy, budget, P&L, team time)

Source: *This study*

4.3.1.1 Navigation theme: Legitimising

One thematic grouping of navigations aimed to enhance the perceived legitimacy for the social intrapreneur or their social intrapreneurial effort within the organisation. This thematic grouping exhibits multiple constituent themes of how this is attempted or achieved.

The section is arranged to illustrate these findings with examples in the order outlined above.

Constituent theme: Message framing

One navigation approach is tailoring the message or communication to fit the audience's needs better, either reducing tensions or avoiding the generation of tensions. This manipulating of the message involves de-emphasising some information and emphasising other information to increasing the acceptance of the idea and reducing tensions. This theme could also be, in some cases, considered message manipulation.

A frequent example is framing the social innovation in financial benefits or metrics rather than how beneficiaries of the innovation will be impacted, e.g. talking of market share growth rather than lives that will be improved. Int.01, who is leading a sizeable social innovation activity talks of navigating early resistance to initiatives:

"Transitioning out of pure sustainability conversation and metrics and using sustainability in a meaningful way to contribute to traditional business metrics. That's what got me to the place I was where the company business units and business owners were owning sustainability outright. They were embedding it into their work processes." Int.01, p8.

Int.01 expands on how reframing goals enable navigations:

"I was, by the shifting the language of the conversation from here's your sustainability targets "it aligns with the values" of the company go meet them to frankly say, "You tell me how your success measured as the leader of the business and I'm going to show you how the sustainability program, this Green Building Program is going to contribute to the metrics." Int.01, p6.

Shared value generation is a variant of the framing of messages. Where framing messages fit a particular audience, a related navigation is a message

that creates an appeal to multiple audiences (stakeholders) simultaneously and could be considered a message describing shared value generation. This type of message has the advantage of being a message that is not audience-specific. However, it has the challenge of crafting communication and programs that appeal to diverse stakeholders whilst avoiding triggering/generating tensions based on some of the message's content. Int.38 describes creating a shared value message at a strategic level at their company and the value it brings to both the business and the social intrapreneur in alignment:

"Social innovation and shared value are very related terms to me. Shared value we've been exploring that for many years is really where you intentionally solve a social impact challenge by really leveraging your deepest, your assets. Your core assets as a business, while also making money doing that." Int.38, p 4.

After defining the relevance of shared value, Int.38 expands on how it works in practice in the financial sector, and how it is relevant to both the business and the social intrapreneur:

"When we look at social issues and big social unmet problems that have not been solved. Our focus is accelerating pathways of prosperity for youth because we see it as a large market potential, we see it as the biggest challenge our future generation is going to face in terms of youth unemployment, and massive rising debt levels." Int.38, p3.

Ending with how shared value and alignment with business objectives generates more persistent navigation for the social intrapreneur:

"If it's not driven by a mandate from the business because it's something that we can, we can evolve, and we can solve for in the long term then it's just not going to fly." Int.38, p6.

More practically, Int.33 describes how the generation of shared value interplays with both financial impact and environmental impact:

"Large air shipments due to a lack of discipline in the supply chain. The impact is huge cost impact, but also huge environmental impact and I got the CFO, excited about reducing air shipments, and everyone in supply chain had in their bonus metrics minimising air shipments."

Int.33(2), p3.

A contrary view of shared value generation was identified in a small number of cases that required shared value generation for organisational engagement in social initiatives. This situation can sometimes be a source of generative tensions for the emerging social intrapreneur:

"There is frustration from people who have a great idea, but it doesn't meet the Shared Value criteria like, "Hey, I have this great idea which is kind of relevant for [the company], but it doesn't really meet the Shared Value criteria. How does their life [as a social intrapreneur] differ versus someone who matches Shared Value criteria really well? In terms of getting their innovation off the ground!" Int.36, p17.

Shared value generation or messaging appears to be a valuable navigation used by social intrapreneurs, often been described as win-win, win-win-win or making money by doing good, when applicable to their social innovation.

Constituent theme: Use of past credibility, the legitimacy of past performance

An often-observed precursor to manipulating the message occurs when the social intrapreneur possesses credibility by "fitting in" with the audience's logics, values, processes, or structures. The pre-existing credibility appears to

give legitimacy to explain ideas that "stand-out" from the organisation's current norms. Two examples:

"It means that when people would talk to me, I would use language that they could understand, and it gave them the confidence that the variables I was thinking about were the variables that they would be thinking about." Int.24, p14.

"Everybody knew my voice was from somebody who came from that brand team and understood. I had that credibility, that I knew what I was talking about but on top of that you know I was able to create that condition that you can only do this if you invest [in the social innovation]." Int.29(1), p10.

Int.24 and Int.29 each from two very different industries highlight the value of credibility. The body of observations indicated that social intrapreneurs considered manipulating messages as effective navigation, and it became more straightforward if they possessed higher levels of organisational credibility. A disadvantage of this navigation strategy, as Int.03 observes is that one must become part of the system to change the system. The act of becoming part of the system usually comes with expending extra effort and time and accepting some norms of the system:

"I think you really have to be a part of the system to change the system, I've done activism. I have shifted my whole lifestyle and kind mirror what I believe but it only goes so far and for me to have an opportunity to work within a system such as [the company] corporate headquarters. I wanna make a splash. I wanna, shake up what is happening." Int.03, p17.

Constituent theme: Legitimacy of sponsorship (individual legitimacy)

"To find the support I think that this is the key thing is if you go it alone, if you if you try and promote these things from your lower level without being sponsored, without piquing interest of the senior-level individuals. You don't typically go very far." Int.42, p11

Int.42 captures the sentiment of this constituent theme; the navigational benefits of having the legitimacy that a sponsor gives to the social entrepreneur. Individual sponsorship was described frequently in interviews. Social intrapreneurs can navigate tensions of an organisation with the help, and guidance of a sponsor or champion in the organisation. Observations showed that this might be an organisation endorsed sponsor or developed due to ad hoc engagement with the social intrapreneur. The sponsor can help the social intrapreneur in many ways, imbuing legitimacy for their actions and helping address and overcome barriers in the organisation through advice.

Int.16 expresses similar positive thoughts around having a senior sponsor at the company to help move the social innovation through some of the tensions and barriers:

"I want to emphasise, the importance of having a sponsor at the company that helps you whenever it is difficult, sometimes helps you with their experience and skills and sometimes with resources. You fight against the competition, but you don't have to fight against your colleagues; that something very special for an[social] intrapreneur." Int.16, p17.

Constituent theme: Legitimacy through coalitions and movements

Rather than creating an individual relationship with a sponsor or a champion to generate legitimacy, an alternative path observed is legitimacy generation through the formation of coalitions or through becoming a participant in an

existing coalition. The coalitions can take on similar forms to individual sponsors, helping navigate barriers with diverse skills and networks, and offer coaching and advice.

The coalition's size and visibility may yield some level of organisational power (not unlike a powerful sponsor), influencing resource allocations and support structures, e.g. diversity organisations. As Int.12 highlights, often a coalition can start small later snowballing into a larger entity:

"All it takes is one conversation, and then that leads to another and then another and then you end up with a community of people in the organisation. All it takes is identifying the people in the organisation who want to have this conversation, and then you create your community of practice that way." Int.12, p7.

Int.24 highlights the power of creating a coalition within an organisation, potentially gaining visibility and navigation through the organisation:

"And I think that's probably the operative principle here for social innovation. You need to create a team because those ideas will never look big to the big organisation." Int.24, p26.

However, Int.08 highlights a more radical element of coalitions, a common undertone within the coalition, alliance and movement formation is the potential for these navigations to be creators of generative tensions:

"I'm going to build my support, my coalition. They might fire me. But damn it, we're gonna go this direction." Int.08, p20.

This example indicates a defiance level (see below) that may instigate organisational or even institutional level tensions resulting from these emerging and potentially counter- culture formations within the for-profit organisation.

These are a few of the many NVivo references related to building alliances and coalitions. Of these, a few social intrapreneurs highlighted that building a movement (internal and external to the company) was an effective way to navigate the challenges within a sizeable for-profit organisation when trying to enact social intrapreneurship:

"Simply executing against public commitments, doesn't drive sufficient value to the business. You have to activate it with influencers, policymakers, activists, NGO partners, all the way through to consumers, for it to really truly be delivering value for our consumer-facing business." Int.39, p16.

One observation from these findings is the progression from a simple community of practice to an external movement, in the examples. The coalition's power and possible paradoxical outcomes of this type of navigation are revisited in the discussion section 5.2. Single sponsors, groups, or movements associated with the social intrapreneur enable navigations by enhancing the social innovation's legitimacy. At a more detailed level, these forums provide support, help overcome barriers, give feedback, critique, and improve the idea; often providing alternatives and improvements.

4.3.1.2 Master theme: Avoiding tensions through navigations

A dilemma for a social intrapreneur appears to be between communicating their initiative or concealing their initiative. By communicating, they can explicitly seek support, legitimacy and visibility for the intrapreneurial work. By concealing, as this theme discusses, the social intrapreneur may avoid or minimise tension generation through either hiding or reducing the apparent size of the activity or avoidance of interactions with the organisation. These concealing navigations were frequently present in the empirical data and are discussed in this section.

Constituent theme: Concealing or partially concealing the activity

Often discussed as "staying below the radar" or working in stealth mode, the social intrapreneurs carry out their social innovation to not alert or engage the rest of the organisation, including manager or peers. Many of the tensions and barriers to social intrapreneurial activity may be reduced or avoided by concealing the activity. When the CEO of Int. 11's organisation announced that there was no organisational support for innovation, individuals and teams, moved to conceal their innovation projects:

"They are bringing them in under the radar, stealth innovation going on, and it was based on people's ambition. We had people that wanted to do something. Wanted to do something beyond their day today."

Int. 11, p32-33

In Int. 12's case, previous experiences led to a stealth social innovation activity:

"A lot of that was shot down, I was told a lot of the organisation was not ready for innovation, that I was thinking too big. It was too risky, so what I decided to do was go under the radar. I was advised that I would kill it if I let people higher up know about the event." Int. 12, p7.

An alternative to hiding the innovation is to minimise the visibility of the innovation, it may not be wholly concealed but avoids drawing the attention of the organisation in meetings, e.g. budget reviews, headcount reviews, strategic discussions:

"I have found that being... I won't say below the radar, but by being less high profile is in many ways is an advantage. Less likely for someone to come in and question and disrupt." Int.27, p19.

Two examples below illustrate the disadvantages of this navigation if the social innovation becomes increasingly successful. Ending concealment and moving

out of hiding into organisational visibility appears to generate tensions, when it comes to scaling the social innovation, bringing renewed review and scrutiny of the efforts, for example when moving to a more visible formal event:

"But I think with something like [innovation] week, which is no longer below the radar, because it is an expense, because we have to provide them breakfast, lunch and dinner." Int.27, p19.

A dilemma that was faced by the social intrapreneurs who concealed their efforts to "run fast" by avoiding resistance, sometimes leads to the loss of learning from others feedback and critique. This loss of collective learning, may, in turn, lead to sometimes less relevant, less scalable or slower scaling innovations when the innovation becomes visible:

"Oftentimes with innovation you just want to run with it before somebody kills it .. it's a risk you're taking but you know I think there's some level of engagement [from others in the organisation] that I found in that would have helped the path later on." Int.29(1), p22.

Constituent theme: Removal from the situation

This section combines observations from section 3.3.1 of the evolving roles of the social intrapreneurs in the sample, with NVivo textual comments regarding avoidance of tensions through the act of leaving the situation and in some cases the organisation.

This research is not a quantitative analysis, and there is no control or baseline with which to compare the results. However, observations show that approximately half of the sample had left their roles within two years of the study's initial interview, as shown in Table 13. In follow up interviews, the leavers often indicated their decision was the result of tensions and stressors in their role and leaving was their navigation to avoid these tensions:

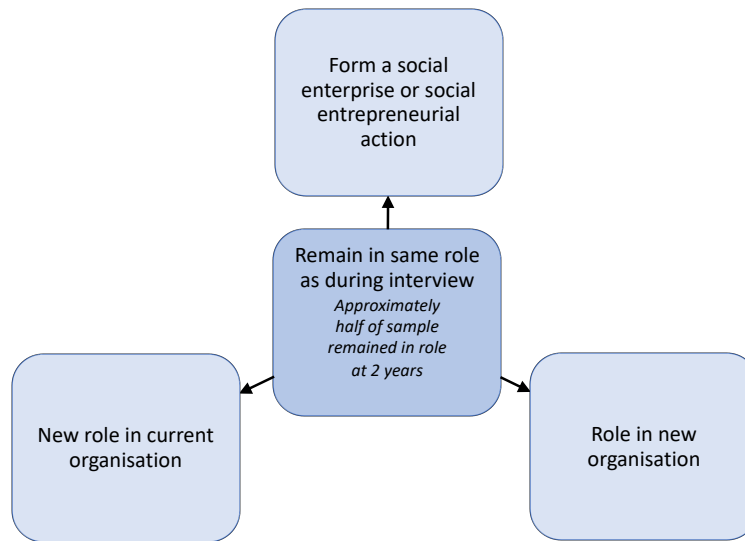
"It was the reasons that [I left]. I'm not surprised that Int.52 left on the same day. I mean she resigned on the same day. You can't coordinate that. But then it was no surprise that we were not going to stay because we couldn't do what we wanted to do." Int.11, p25.

The paths that individuals took when leaving their roles were approximately distributed evenly between three pathways: new positions in the same organisation, new roles in a different MNC and roles aligned with a social entrepreneur path as shown in Table 13.

When taking alternative roles in the same organisation, it was observed that at least some of these new roles enabled alternative social intrapreneurial efforts in the same organisation. However, in some cases, the participant indicated no intention of future social intrapreneurial activity. The second grouping was those moving to a different organisation, often with the expectation of social intrapreneurial activity in the new role. The third grouping left the organisation to form a social enterprise or act as a social entrepreneur in one case to join an existing social enterprise. The paths taken by social intrapreneurs are illustrated in a simple representation in Figure 20.

Although a dramatic action of avoidance, participants' frequency following this path illustrates this type of navigation's popularity. This finding is consistent (however the researcher is not claiming a causal link) with the length of tenures of the participants in organisations and roles reported earlier in Table 12. Further analysis of social intrapreneurs' specific destinations on leaving and how their role may moderate these results are presented in section 4.4.

Figure 20 Participants roles approximately two years after the interview



Source: *This study*

4.3.1.3 Master theme: Confrontation as a navigation

A confrontation may be considered a navigation, not because it diminishes or removes the tension experienced by the social intrapreneur, but because it recognises the tension and ignores one of the poles of the tension; the social intrapreneur continues with their path of innovation (navigating). Pursuing their initiative and not compromising their values and purpose despite opposition within the institution, organisation, or other individuals.

This navigation master theme appears divided into two constituent themes. The first theme focuses on navigations of confrontation enacted by social intrapreneurs early in their social intrapreneurial journey. This theme is labelled, dis-embedding and involves the confrontation of disconnecting from the groups, organisational and institutional norms and processes. The second constituent theme describes confrontation as a means of navigating tensions whilst on their intrapreneurial journey. This positions confrontation as an alternative navigation in contrast to concealing, compromise, legitimising or acceptance.

Constituent theme: Dis-embedding navigations of confrontation

The dis-embedding examples are identified empirically in the data as often critical or pivotal events, frequently surfaced in the Critical Incidence Technique part of the interview sequence. These events describe how the social intrapreneur is able to break with their context's norms and processes, e.g. group, organisation or institution, to engage in a social intrapreneurial activity. One of the richest examples is that of Int.15, in this multistep vignette Int.15 recounts first of all the critical moment when the interviewee had the idea and why it was worth pursuing:

"So how it started, was, one morning I was sitting in the car, on the radio there was one small piece about the future, future of communities, and the story was, the radio knows traffic [in the future], so it will wake you up earlier, because to make it to your first meeting, with the traffic you need to get up 15 mins earlier today, the coffee is brewed so you are grabbing your coffee getting out to your car and while you are driving it reads your email to you and reads the news to you. I was thinking if we were if we are 50 years in the future, why would people drive individually, it was already. If something already knows my itinerary, if I have a smart assistant, that knows my plans, why would it plan this way? Then the thought was ok we thought the first step would be carpooling, so that is how the idea started." Int.15, p9.

This ideation led to the second dis-embedding step, entering the idea in competitions (external to the interviewee's company):

*"As a prototype [in the global company] developer challenge, I felt like it was perfect time, the technology was ready, so we built a prototype."
Int.15, p9.*

Furthermore, finally gaining a credible place in the competition gave the legitimacy he needed to take the idea to the CTO of the interviewee's company:

"[Company name], they have a calling all innovators challenge, and we made it into the top 10 apps out of 1500, we came in the top 10 and got a prize and trophy, then we thought there is something here. It gave us a better position in terms of selling it, we had proved that there were people who were interested and it gave it a sense of urgency, I think what was really convincing that gave us the door opener [to talk to the CTO]." Int.15, p10.

The empirical data has many examples of this sequence ideation, lone development of an idea, competitions or events to gain legitimacy and also to move from the embedded norms of corporate roles to a more intrapreneurial stance. In Int 15, the example above, the organisation's business model was a B2B organisation, developing solutions for large corporations; however, the social innovation (Int.15 idea) helping individuals. This change in target type from business to an individual beneficiary generated many processual tensions. This navigation forms a vital part of the discussion of critical incidents for social intrapreneurs covered in section 5.2 of the discussion, and further critical incidents are described in Appendix W.

Constituent theme: Confrontation as a navigation

Navigations of confrontation do not appear to diminish, avoid or remove the tension experienced as part of the navigation; however, the social intrapreneur may ignore or reduce one of the tension poles. In a confrontation, the social intrapreneur continues with their path, matching their values and purpose, despite opposition within the institution, organisation, or other individuals. Int.03 and Int.11 give examples of defying both hierarchical norms and organisational mission:

"I took that conversation actually did what I'm not supposed to do and I cut out [my leadership] altogether and just went straight to [the

executives] and would say so I'm getting the impression that you don't want to talk to employees about waste and I want to know why."

Int.03, p16.

"It cascaded through the organisation through, Pockets of rebellion It's really what you ended up with." Int.11, p29.

Through confrontation, the social intrapreneur can sometimes make significant progress, breaking overcoming a barrier. However, this can be at a potential cost to both the social intrapreneur and the organisation. When the social intrapreneur resorts to confrontation, the organisation often loses some control of the direction of the social innovation and management of their resources (employees and output). Many of the examples of defiance observed were surfaced when the participants described critical incidents. A selection of these critical incidents is described in Appendix W.

The defiance need not be large, confrontations as navigations, can take the form of the ability to weather a mix of recurring small criticisms and challenges or marginalisation by peers, managers or leaders; and still follow the social intrapreneurial purpose:

"I got my hands slapped a great deal, I got into a lot of trouble for things like this." Int.12, p8.

"I think if you're gonna be a real game-changer, you have to have such deep personal confidence when you come to work every day, that you're willing to do what's right even if it's not popular And you're always open and willing to accept challenge and feedback from people, but you don't feel compelled to comply with, you know, what they ask for. Somehow that translates into kinda and you have to be willing to be fired every day." Int.24, p8.

A final observation of confrontation type navigations comes from the cautionary comments of Int.04 and Int.57, indicating that defiance has the potential to have negative connotations:

"A massive lesson learned, in terms of you can be disruptive to a certain extent, but you're constantly learning the parameters of how far the company is willing to stretch. And it comes back to how far can you push the processes and structure?" Int.04, p19.

Defiance of rules and norms can go a little further and impinge on ethical areas. Breaking rules can be seen as acceptable to do social good; however, it may extend beyond appropriate behaviour for the organisation. In this final case going outside the finance policies of an organisation:

*"But I had to finagle how I got it done, because of budget constraints, and how I worked around policies to finance it, but I did get it done."
Int.57, p8.*

4.3.1.4 Master theme: Compromise as a navigation

"I walk that fine line, but my job is much more about how do we make sure that this is part of our innovation pipeline and how do we make sure this is right for our thought leadership." Int.29(1), p4.

This section deals with compromise, and as Int.29 comments sometimes social intrapreneurship is walking a very fine line. Compromise considers both compromises social intrapreneurs make to navigate day to day tensions and compromises they make to their ultimate objectives. Int.47 illustrates the day to day compromise they make in their formal role and his less traditional social intrapreneurial role, and how addressing structural hierarchical tensions is a compromise between his roles:

"When I'm acting as a solution salesperson, I have to follow my chain of command and I have to stay in line with what I'm doing. Now when I'm in the innovation team I'm encouraged to break the rules. I'm encouraged to go and if I need to go and talk to our CTO or CIO or I need to go talk to one of our CFO's or something along those lines I pick up the phone and I call them." Int.47, p11.

Some of the more significant compromises observed include paradoxes between ideological purity and practicality (e.g. bribery and ethical compromise for sustainability benefits), the balance between day job and the social intrapreneurial role (balance of performance paradoxes in a single position), and of the balance of business vs stakeholders. Int.54 the compromise of related to ideological tensions of is it acceptable to compromise ethics to enable sustainability objectives:

"The question they've asked was strategically focused. It was "where can we find a fair [utility]?" First thing, we have to do was bribe the government at the location to agree to find a fair [utility]. So, we can imagine it start of expenses you have when you start [the company], that you have to bribing a minister, that you're up [against] a tough job." Int.54, p5.

Finally, Int.24 summed up the challenge of social intrapreneurial navigations with the quote "the perfect is the enemy of the good" when discussing how dogmatic ideology, of social intrapreneurs, becomes a barrier to practical impact in the world, indicating the power of compromise as a navigation.

Compromise is considered in these findings distinct from shared value generation. Shared value is regarded as an approximation to a win-win or a win-win-win situation. In contrast, compromise can be considered as each side sub-optimising to enable the compromise, e.g. good rather than perfect. The final theme, that of acceptance (section below) is more extreme where the

social intrapreneur accepts the situation as it is potentially not meeting their social objectives.

4.3.1.5 Master theme: Acceptance as a navigation

Acceptance considers the social intrapreneur navigation response to accept some of the tensions or barriers (and not counteract them). Acceptance may be due to an understanding of what issues are movable and what issues are not, or in some observed cases, fatigue, or a reluctance to take risks. The examples in the empirical data of acceptance were sparse. In two examples below Int.42 and Int.27 are discussing acceptance behaviours they observe (in third parties) in their organisations; these are not behaviours they have themselves exhibited:

"They would try and find a sponsor for a few months, three months three, four months and if they didn't, they would do just kind of go back to their day jobs and would stop. Very few of them that I talked to saw any other means to continue to pursue [the idea]." Int.42, p23.

Int.27 who led a social intrapreneurial team in a large MNC coined a name for team members who enacted this acquiescence:

"We had a term called "Whine-ovators" These are people who have ideas, they talk about them passionately. But when you say "Let's get going to do this". They say "Oh, you know, I can't I am busy, this and that". Int.27, p17.

The examples of Int.27 and Int.42 indicate social ideas that did develop into social innovations. Although acceptance is a navigation from organisational or individual tensions within the empirical study, it is not a navigation that was shown to enable social innovation development.

4.3.2 Navigations generated by the organisation

The study's foci are the tensions and navigations experienced and enacted by social intrapreneurs, observed through their experience. Within the conversations with social intrapreneurs, they also highlighted ways in which their context (e.g. an organisation) either created navigations or catalysed navigations toward social actions.

Participants recounted examples of the organisations' actions that reduced the level and type of tensions experienced by the social intrapreneurs (from the social intrapreneur's perspective). These observations thematically align with the "legitimation" of the social intrapreneurial activity. Within this theme, from an organisational perspective, there are constituent themes of navigations framing/shared value and formalisation, as shown in Table 19.

Constituent theme: Framing and shared value by the organisation

Organisations can effectively use framing and shared value to guide social innovation activity to benefit the business by structuring the organisation's rhetoric around the socially intrapreneurial effort. This framing encourages and shapes the direction of the work:

"Now we don't use shared value within [Company]. I know that's I've seen other companies use it, but we don't use it at [the company]. We just talk about you know win, win, win, you know it's a smart growth so yeah but it's driving value. It's driving social impact and business growth. That's what we talk about here." Int.29, p5.

From the perspective of the social intrapreneur shared value generation, provides legitimisation of the social innovation, helping the social intrapreneur gain resources and support. Often at an organisation level, the framing and shared value are concurrent, e.g. the organisation frames the socially innovative activity as a shared value generation. Shared value generation in the empirical observations can take on many forms of benefit to the business

including creating new markets and customers (while addressing unmet social needs), expanding existing markets (through addressing social needs) and more internally to the company using socially intrapreneurial activity to generate recruitment and retention:

"So we see that as our big shared value opportunity, so what is it that people - so how can we deal with that insecurity that's going to come from the change in the way that people are going to work in the future and how can we do that especially in communities that need it most."

Int.38, p8.

Some organisations make shared value generation a requirement (proof of legitimacy) to imbue enterprise support of socially intrapreneurial activity:

"I think we have an intense focus on where our customers care the most about. And then the tensions with probably match-making the pool of the ideas and employee-generated passion. I think that's a good model for looking at this." Int.36, p18.

Constituent theme: Formalisation by the organisation

Legitimacy generation by an organisation can result from formal programs of social innovation, trainers of innovators, coaches, resources in time and money, and forums or supporting forums for innovation. Support of forums can range from mandated programs, voluntary programs and competitions to pre-formal structures imported from outside organisations such as Net Impact (Net Impact, 2019). Both Int.03 and Int.51 give examples of how their organisation have formalised their social intrapreneurial programs:

"[the company], they thought necessary as they had been receiving a lot of requests from employees to really enhance the education program around sustainability to provide some sort of group or a platform that could be an established to having conversations." Int.03, p6.

"Social innovation camps actually, it's an event but also an organisation. It's an organisation to support these kinds of events around the world. Which is now a social enterprise incubator." Int.51, p6.

These examples could be considered the organisational level equivalent of forming coalitions or movements. When the company develops the programs, they have some level of control of the direction and the impact, which the company gains while helping remove barriers for social intrapreneurs.

Another legitimising formalisation is the use of unstructured time (also known as innovation time, or free time to innovate), for example allowing employees time to innovate. Often used for innovation in the traditional sense (technical innovation), however, due to its lower level of oversight than formal programs, it allows for social intrapreneurs to more successfully enact social innovation without having to operate under the radar:

"[unstructured time] by being less high profile is in many ways is an advantage. Less likely for someone to come in and question and disrupt. So unstructured time is actually helpful in that way because, you know it is happening at the grassroots, and somebody is doing something, and you can say it's just my unstructured time project." Int.27, p19.

Furthermore, a culture where failure and risk-taking are accepted or even embraced also lends legitimacy to the social intrapreneur and their innovative actions:

"And we want to reward the people who are willing to make that sacrifice and look like a fool and mess up for the benefit of everybody else, and the idea was just giving an award you know to somebody who failed spectacularly and learned from it. This is not about reckless failure. This is not about stupidity. This is about somebody who took a

gamble, and maybe it paid off, and maybe it didn't. I'll rephrase it like there's learning that can come from even from failing." Int.31, p23.

4.3.2.1 Summary of navigations

In summary, the navigations can be grouped into empirical themes of legitimisation (shared value, manipulation, and group or individual legitimacy), avoidance (stealth or leaving), confrontation (dis-embedding and defiance), acceptance and compromise are exhibited. In addition to these social intrapreneur enacted navigations, the social intrapreneurs identified navigations by the organisation to facilitate social intrapreneurial efforts through framing and shared value and formalised programs.

4.4 Findings based on the sample diversity

The preceding sections present the thematic findings of both tensions and navigations observed within the sample when considering a consolidated or integrated view of the empirical data. The following section groups findings that appear influenced by the diversity of the sample, organising these nuanced findings starting with observations on the diversity of the sample, followed by confirming findings regarding the process of social innovation. These are followed by a review of the incidents or memorable moments recounted by the interviewees. Dimensions of role formality are then considered with respect to incidents or memorable moments described at the beginning, middle and end of the social intrapreneurs journey (along the route of social innovation). The possible moderating effects they exhibit on tensions experienced or navigations enacted by the social intrapreneurs, and the asymmetries they add to the process of social innovation are presented.

4.4.1 Diversity of the social intrapreneur sample

A commonality across the sample is the participants are social intrapreneurs within for-profit multinationals. However, encased in this similarity were multiple dimensions of diversity across the sample initially discussed in section 3.3. This

section addresses some of these observations, including diversity of social action, diversity of role origins of social intrapreneurs, and diversity of social intrapreneurs role origins and how they interact with the process of social innovation within an organisation.

Diversity of social innovation in the sample

Many different types of social actions constitute social innovation, as discussed in the initial positioning of social innovation within the literature, section 2.1 and more specifically, in Table 1. The observations within the empirical sample, on the types of the social actions exhibited by the social intrapreneurs, are illustrated in Table 11. These observations indicate a broad range of the kinds of social action except for ethics which appeared little represented. Social action was taken in sustainability, environmental, community and equality, confirming a wide gamut of social actions, and similarities to the literature. Furthermore, these social actions on closer inspection encompassed innovation in both new processes and new outcomes. The new processes included socially innovative means of engaging and transforming how their organisations or institutions of which they are part did business by forming unique business models that created shared value in financial, consulting, and software. In other cases, the social innovations created new outcomes that reduced waste (materials and power), captured carbon, or educating and employing marginalised populations.

Diversity of industries represented in the sample

A wide range of industries is represented in the sample including apparel, software, semiconductors, finance, fitness, consumer electronics and retail, as illustrated in the sample demographics in Table 15 and individual participant details documented in Appendix Q.

Diversity in role formalities with respect to social and innovation expectations

The diversity of formal roles and hierarchy of the social intrapreneurs who formed the sample in this research is also broad. The sample included social intrapreneurs

emerging from roles with varying levels of formalisation in both innovation and social content. Within this findings section, these variations are placed in four groups:

- The role has an innovation expectation but not a social action expectation, e.g., R&D, business and product development, and innovation labs: ten of the participants
- The role has a social responsibility expectation but not necessarily one of innovation, e.g. CSR professionals, philanthropy: six of the participants
- The role has no expectation of innovation (beyond incremental improvements) and no expectation formally of delivering social value (business leaders, managers, supervisors and employees): 22 of the participants
- The role has both an innovation and a social action expectation of the role, e.g. CSR managers engaged in corporate social innovation, innovation professions delivering both technological and social innovation: 24 of the participants

When analysing the category of participants (24 interviewees) with expectations of both innovation and social action in their roles, many described how their role description evolved from one of the other three role formalities over time. Initial expectations of the position changed as they gained legitimacy of either their innovation or social or both actions. Their role consequently evolved to accept and legitimise the new combination of social plus innovation. The distributions of these role formality types are illustrated in Table 14.

Hierarchical diversity in the sample

Based on the demographics of the sample Table 14, social intrapreneurs are executives, directors, managers, junior and senior professionals and technicians when considered in the context of (ILO, 2012) job classifications. With an approximately equal representation in managers and non-managers. These findings present two problematic considerations with the sample:

The first concern is that there is no representation of Groups 4-8 in ISCO-08 (ILO, 2012), in the sample. These are roles that may not exist in MNC's in some cases. In other cases, potentially an opportunity for employees in these roles to act in a discretionary manner in their work time may be more limited and may account for the lack of these role descriptions within the sample. Two of the participants referred to the challenges of socially intrapreneurial action for hourly-paid employees. Both indicated they had witnessed this being overcome by socially entrepreneurial activity from these employees outside of the organisational context, e.g. resources and time:

“The hourly workers were doing it on their day off.”

Int.58, p8.

“Where employees are mostly hourly, we have some challenges and wanting to engage in projects outside of their day-to-day job.”

Int.60, p9.

An alternative explanation may result from sample identification or other methodological factors that prescribed this phenomenon, which is not salient to the researcher. This finding does pose a question not answered by this research regarding the influence of job roles and hierarchical level as an enabler or disabler of social intrapreneurial effort in MNCs. The second problematic consideration is the seemingly similar numbers of managers and professional designations in the sample, implying a population not representative of the distribution of role designations within a general population of employees.

Diversity of engagement of social intrapreneurs in social innovation

An additional level of diversity in the sample was how the social intrapreneurs perceived how they engaged in social intrapreneurship within their

organisations. These perceptions of their engagement included being an agent of social change:

I was creating project “better world”. Int.21(1), p39.

Being a champion or a leader of social intrapreneurship within their organisations:

“Tempered radicals, the personality traits of the people who are going to manage that interface between the actual game-changing innovators and the core of the organisation, they need to be able to stand comfortably with a foot in both worlds.” Int.24, p13.

To being someone who wanted to engage in something meaningful, but not necessarily design it:

“A lot of people, they really just want to plug into something, they want to do something meaningful and impactful, but they want to just plug into something [social innovation activity].” Int.48, p7.

The findings in the above four subsections indicate a significant diversity across the sample of social intrapreneurs. Variations in social action, role formality, hierarchical position, and the type of engagement the social intrapreneurs perceive they have. This diversity reinforces, as described, at the beginning of this chapter, that all the cases are unique and the high degree of heterogeneity of the social intrapreneurial context.

4.4.2 Motivations for social intrapreneurial efforts

This section summarises the observed themes that relate to social intrapreneurs' motivations as individuals to carry out often challenging social

intrapreneurial activities in for-profit organisations and the motivations for organisations to accept these activities.

4.4.2.1 Master theme: Motivations for social intrapreneurial efforts

These observations help frame social intrapreneurs' motivations to overcome the tensions they experience, as described in section 4.2. Three themes emerge of the motivations from the sample for this research:

Constituent theme: Personal values, purpose, saving the world

The highest proportion of socially intrapreneurial motivation observations are of social intrapreneurs values and purpose. Many of the social intrapreneurs exhibited strong values, purpose and a propensity toward saving the world both environmentally and socially. Int.40 articulates motivations well:

"I look at the world, I think a lot of our views of the world are very anthropocentric. We look at it just from human's point of view and what's the best thing that we can do for us as humans and whether that's for our economy, our health but I want to look at not just humans but what about everything. I mean we're one species." Int.40, p5.

Purpose and value-driven motivations for social intrapreneurial activity was the most prolific theme of motivation identified within the sample. Additionally, within the sample CSR (managers and professionals), innovators (managers and professionals) and ad hoc social intrapreneurs all utilised purpose and value to describe their motivations.

Constituent theme: Desire to generate impact

The second theme of social intrapreneurial motivations focused less on values but more on how to maximise social impact. Social intrapreneurship within a for-profit organisation generates a paradox. On the one hand, social intrapreneurs can often be thought of as "selling out" by their non-profit peers. On the other hand, many social intrapreneurial efforts in MNC can garner powerful resources with significant access globally. Consequently, through

small changes in processes and outcomes in MNCs, large global impacts may be facilitated. Some of the social intrapreneurs were able to reflect on this paradox in their motivations:

"A really exciting thing is, that I have realised is shifting something one point in a major for-profit like [the company] is worth 1000 non-profit start-ups that will fail and not scale. That for me is really the prize."

Int.19, p20.

This thematic group consisted mostly of non-manager roles (professionals and technicians) in hierarchical positions and contained some participants who had previous social entrepreneurship roles before engaging in social intrapreneurship.

Constituent theme: Career aspirations

The third smaller theme was social intrapreneurs whose engagement in social innovations gave them both valuable experience for their career development and a way to get noticed in an organisation:

"if you're on a cool or an unusual project. You can leverage that into another role or a promotion." Int.09, p41.

"If you talk about this [social innovation], what that brings internally is greater focus to my career." Int.47, p8.

This subgroup appeared an outlier in its constitution, consisting of mostly technician level roles and a few junior professionals in hierarchical positions. It only consisted of ad hoc social intrapreneurs, i.e. not formalised roles in innovation or social action.

In contrast to the social intrapreneurs utilising the social action to meet career aspirations, the two other thematic groups (save the world and make an impact), were not mutually exclusive. Many participants described motivations

that were mixed between the groupings. These observations are frequently found in the literature, and do not contribute to a new understanding but re-enforce this work's alignment to the extant literature both academic and practitioner. One unique element is the asymmetry relative to hierarchical roles. The career development motivations are skewed towards the jobs with lower hierarchical levels and the saving the world skewed to more manager and roles. The maximising of impact being somewhere in the middle. These motivations are further discussed in section 5.2. and more examples from participants are presented in Appendix U.

4.4.2.2 Master theme: Organisational motivations for social intrapreneurial efforts

This section illustrates themes of the possible benefits observed to the organisation and its stakeholders. These perspectives are those of the interviewees on possible organisational motivations. The constituent themes are focused on customers (new markets and existing markets) by utilising social innovations to understand and generate new customer bases and new or existing solutions. Also, there are themes of benefits to recruitment and retention with social innovation as an effective recruitment and retention tool:

"when we ultimately started incorporating Green Building Program, I demonstrated to them that this would address some challenges. Overnight [the company] became a destination, again for its world-class designers. Retention rates went to the roof and we became and this magnet for some of the best designers in the world and the stores reflect that." Int.01, p7.

Further motivations for organisations to engage in social innovation were meeting regulations and using preventative measures to avoid future regulatory costs or restrictions on operations is a strong motivation for the organisation; a licence to operate. A final motivation was the brand image and reputation

position of the company. Often trying to create a reputation as "more than a for-profit",

"the thing that drives it oftentimes is the reputation, right! Good reputation a good corporate citizen." Int.38, p9.

Further examples from participants of perceived organisational motivations are presented in Appendix U.

4.4.3 Critical Incidents and Memorable Moments

The process of social innovation is evident in many of the interviews. These included distinguishable process steps of ideation, prototyping, piloting, scaling or failing, and inflexion points along the social innovators' path. Furthermore, there were mentions of "failing fast" and concepts of "lean start-up" (Ries, 2011) utilised by the social intrapreneurs on their journey. This information is consistent with the work of authors on both the process of innovation and the process of social innovation, e.g. *generate ideas, develop prototypes and pilots, assessing, scaling up and diffusing good ideas*, (Adams et al., 2012; Bessant and Tidd, 2007; Mulgan, 2006; Perry-Smith and Mannucci, 2017; Ries, 2011). The findings in this research do not appear to differ notably from extant discussions on the process of social innovation when considered at a macro level. A graphical representation of the process of social innovation derived from the extant literature interleaved with the findings of tensions and navigations is given in Appendix Z.

However, at a micro-level during the process of social innovation, there appear many perceived significant incidents or memorable moments that the participants highlight. These were incidents that the interviewees chose to recount when describing their social innovation journeys within for-profit organisations as they discussed tensions and navigations, they encountered or enacted. Some incidents have been related to dis-embedding and avoiding as

navigations in Section 4.3 or are captured in the vivid descriptions and vignettes of tensions and navigations in section 4.2 and section 4.3.

This section considers the specific incidents recounted by participants. Recounting significant incidents was not unusual in the semi-structured interview process, often being catalysed by the CIT. For transparency, the events collected and considered are based on vivid incidents that the interviewee chose to recount.

During analysis, the incidents are grouped relative to where in the social innovation process they occur. There are many other ways to group the incidents, and Appendix W collects the incidents by type and stage in the innovation process. The thematical grouping by the phase of the project was chosen based on two criteria. The first is that the incident's project stage is relatively easily determined from the incident's account. Secondly and related to the first is that during textual analysis, the incidents described appeared associated with thematic groups aligned with the social innovation stages. For simplicity in the discussion, master themes were structured around the beginning, mid-project and latter stages of the social intrapreneurial journey. The thematic grouping into master themes and constituent themes of memorable moments is illustrated in Table 20.

The three master themes utilised in the analysis were:

- **Early incidents**, the social intrapreneur either becomes salient of their context, the idea or its value, or the possibility of doing something different and getting early engagement in the program from others
- **Mid project incidents** these centred around vivid incidents discussing conflict and defiance, positive progress or wins, or frustrating changes in circumstances, points of inflexion
- **Late-stage or terminal incidents:** scaling or failing or leaving type incidents of success, failure or different paths that are taken, in the later stages of the project

Table 20 Illustrative examples of themes of memorable moments

Master theme	Constituent themes	Illustrative examples representing the incidents
Incidents early in the social innovation journey	Ideation	<ul style="list-style-type: none"> • "one morning I was sitting in the car..., on the radio there was one small piece about the future, future of communities, and the story was like the radio knows traffic, so it will wake you up earlier, because to make it to your first meeting, with the traffic you need to get up 15 mins earlier today.. the coffee is brewed so you are grabbing your coffee getting out to your car and while you are driving it reads your email, and reads the news to you. I was thinking if we were if we are 50 years in the future" Int.15 p9
	Developing the idea	<ul style="list-style-type: none"> • "young leaders who run projects.. are presenting their projects on the stage. After that inspirational summit, we came back, me and two of my colleagues, we came back to [the company] and we decided to that we want to do something using [the company] network and technology, what are the projects that we can make the world better" Int.35. p1 • "starting to build a new data base on the weekend in their spare time" Int 15 p2
	Idea legitimization	<ul style="list-style-type: none"> • Pitching the idea to the CEO based on past awards Int. 21. p24 • Pitching the idea to the CEO based on a short audience Int. 19 p5
Incidents mid project or initiative	Moments of defiance of process or structure	<ul style="list-style-type: none"> • "I was on the elevator of ..the senior executive....with a big bucket of organic soil [someone asked] "What the hell are you doing here?" I'm going to the boardroom. I'm gonna dump the soil on the on the table he asked, "Are you a protester?" And I was like, "No, no, no. I work here" Int.8 p10
	Insight events	<ul style="list-style-type: none"> • "One of the biggest mistakes I made, was in the early stages, the success that turned into a weakness. We had this oversight with the board, a sudo-board, we weren't a legal entity, we looking to spin off as a separate entity even at that time. We had senior folks from the business" Int 19 p10
	Inflexion events	<ul style="list-style-type: none"> • [In the past] "3rd or 4th slide in his deck, thinking about innovation, so it is front and centre and Everybody is talking about it. [In present day when social innovation is missing from strategy] "you should add it back, and he wouldn't hear any of it because I am sure it was debated by his staff, what's going to happen. And that really was what's started the pendulum shift the other way". Int 27. P19 • "So we are really on to the next inflexion stage, it was a tough time, not only was I trying to get the, you know,senior leadership to buy into the next stage, but to bring my trusted team, who were really great talented folks, some of whom really got it, and were bought into the next level, and some who wanted things to stay the way they were, risk adverse, and this was a natural response to change. So what we were going to have to do was, having spent a long time developing a strategy around it, was moving to do fewer bigger more systemic projects with it.. we had been running even with this projects, we had been running at standstill, we were measured. I had a P&L and I had to break even", Int19. p9
Termination or late-stage incidents	Exits	<ul style="list-style-type: none"> • "after we were out from [the company] we applied directly to this incubator project and, now everything fits together because you want to be a start-up innovator, so it's kind of, now you're in your place" Int 35 p9
	Fatigue and burnout	<ul style="list-style-type: none"> • "a lot of intrapreneurs suffer some level of burnout, like the extreme level that he experienced was, yeah, was a shock to me" Int 41.p20

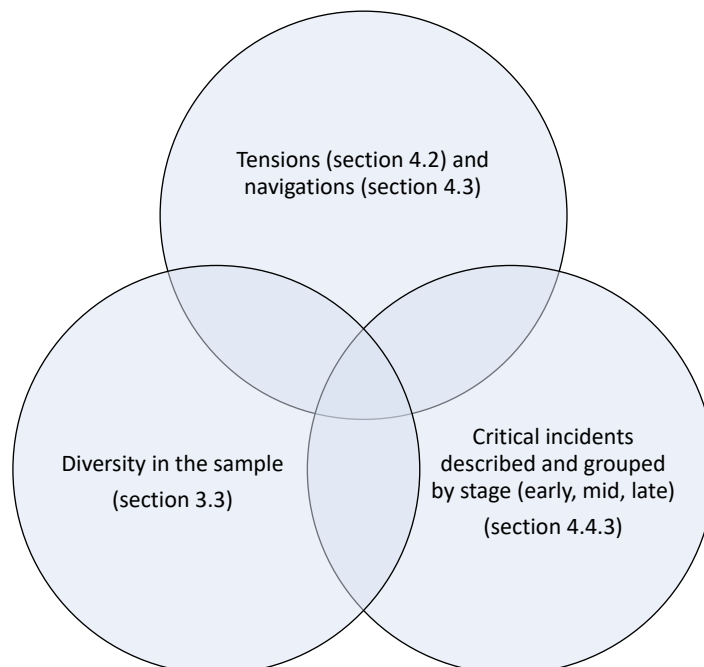
Source: This study. This table is an illustration of the events collected and more fully represented in Appendix W

4.4.4 Interplay of sample granularity with tensions and navigations

A secondary analysis of the empirical data is conducted in which the critical incidents (section 4.4.3) are reviewed relative to the granularity of the sample. The sample's granularity relative to role formality (social, innovation, social & innovation and none), longevity (in career, company, role), and role level is utilised in exploring micro patterns within the findings. The findings identified are based on thematic asymmetries observed when considering the samples granularity in the context of the early integrated thematic foundations of tensions (section 4.2) and navigations (section 4.3).

The confluence of the threads in the findings is illustrated in Figure 21. The section distinguishes observations of differences and similarities between the subgroups and sub-themes of the sample population, at different social innovation stages. The section is organised by social innovation stage (early, mid, late).

Figure 21 Representation of the interrelatedness of findings sections



Source: *This study*

4.4.4.1 Findings related to early incidents

Early incidents described in the interviews, included when the social intrapreneur either becomes salient of their context or their idea and value and moves the concept into early support of the organisation. These early incidents were thematically grouped into three constituent themes. The first of these were descriptions of realisation of the idea, e.g. the moment of saliency, the "ah-ha" moment, or the realisation that they could do something different in their organisational context. The second constituent theme was related to how the idea was developed: e.g. early development of the idea. The final theme was related to gaining organisational or management support, e.g. early visibility and legitimisation of social innovation.

The idea realisation

The moment of early saliency of the idea was frequent in the descriptions, with at least seven vivid accounts, for example:

"one morning I was sitting in the car, it wasn't even a car, on the radio there was one small piece about the future, future of communities, and the story was like the radio knows traffic"

"I was thinking if we were if we are 50 years in the future, why would people drive individually"

Int. 15, p9.

"I was doing very well for myself, flash cars and all that". "There is always this ... is this all there is making big companies a little bit for efficient, a little bit more successful". Int.19, p2.

The "ah-ha" moment of either saliency of context or the social innovation idea appeared not influenced by sample granularity. Memorable moments being described indistinguishably across the sample.

The early idea development

In contrast to the lack of texture around the idea realisation and context realisation, the accounts in the second constituent theme of early idea development were almost exclusively from the non-formalised (ad hoc) social innovators. The accounts often contained elements of stealth and bootlegging, building prototypes at home and concealing the development. More formalised social innovators did not have alternative accounts of early development but were distinguished by the absence of memorable moments at this stage. It should be noted at this stage that a lack of incidents does not confirm an absence of activity, merely that the interviewees chose not to recount incidents of this type.

Early organisational support

The divergence between ad hoc roles and the more formalised roles continued when considering the gaining of early organisational support, leading to two constituent themes. The first within the ad hoc social intrapreneurs contained emphasis on the use of competitions, coalitions and movements, to achieve multiple aims: legitimise through recognition, and gain coaching and mentoring on the action. There was a single case of a formalised social intrapreneur utilising competitions to gain legitimacy and six ad hoc social intrapreneurs:

"Winning the competition showed we had something of value" Int 15, p6.

"young leaders who run projects and they are presenting their projects on the stage"- "to find out small teams who are interested to work with us on these ideas."

Int.35, p1-2.

The framing, and pitching aspects of a project for ad hoc social innovators, in the incidents shared, appeared to be a product of the competition or coalitions activity:

"out of one thousand submissions as well was a worldwide contest and yeah and we didn't even umm have all the pre-requisites for participatingpretty surprising to us that we were not kicked out of the contest instead we were awarded with one of the top 10 prizes ""[we then used this] it was a kind of a pitch we first wrote him an email telling him about the idea and we choose him because we thought he would be the highest-ranking person in the organisation [CEO]" int16, p3.

In contrast, less frequently formalised social innovators, talked about framing, or getting the project justified relative to other projects or regular reviews of projects. There were several accounts by formalised social innovators of how they were trusted, utilising past credibility as a factor in gaining legitimacy within the organisation for gaining support for the social initiative in the early stages of the project; this did not feature in the ad hoc innovator discussions.

There were three outliers to the patterns described, one a formalised social innovator (as mentioned above), won an external competition for a prior innovation and utilised the visibility with the CEO to pitch a new radical and non-supported idea (not in any way related to the award-winning idea). The second outlier was an ad-hoc social innovator who utilised a friend's credibility to get access to and credibility with the CEO.

A final exception that shows that early-stage action does not follow rigorous formats and that the findings indicate tendencies or asymmetries and not absolutes was the case of a formalised social innovator. This participant utilised a full gamut of navigations to start their social innovations. This social intrapreneur had full organisational support and complete management chain support for their chosen social initiatives. Additionally, they had a track record of past credibility of social impact and business success and generating shared value for the organisation. Despite a high legitimisation level, they chose to utilise concealment as a navigation to accelerate certain aspects of their early-stage initiative, and on other parts of the same initiative using more external

movements and coalitions to create legitimacy to gain organisational support for the initiative.

Contrasting path tendencies at the early stages of social innovations in MNCs are illustrated in Table 22.

4.4.4.2 Findings related to mid-project incidents

The master theme of mid-project incidents contains four constituent themes of frequently discussed incidents. These memorable moments are:

- Responses to tensions of values and logics where conflict of either values or logics emerged in the organisation often resulting in vivid descriptions

- Tensions related to processes during the projects, including justifications

- Tensions related to the structure including the impacts of middle managers and lack of team collaboration

- The dynamic nature of role formalisation of either increasing or decreasing legitimacy.

The following paragraphs expand on the findings in these constituent groups.

Responses to tensions of values and logics

Tensions related to perceived differences in values and logics between those of the organisation and the individual social intrapreneur often resulted in vivid accounts by the participants and sometimes contained colourful language.

There appeared little granularity in the incidents described, except those that had significant confrontation or defiance levels.

The formalised social innovators predominantly recounted descriptions of significant confrontation levels or defiance as a navigation in mid-stages of a project. The defiance targets were often managers, leaders, or more generally the organisation (when the specific target was unclear). The actors reacting with confrontation appeared to be at both professional and managerial level roles:

"I'm going to the boardroom. I'm gonna dump the soil on the table" he asked, "Are you a protester?" And I was like, "No, no, no. I work here." I've been here for 15 years." Int.8, p1.

Process related tensions

Accounts of process-related tensions appeared to show no granularity related to the social intrapreneur's formalisation or hierarchy, with no distinguishable themes or patterns when considering tensions pertaining to legal, IP, public relations, marketing, and company policies. The exception to this uniformity was the process of re-justification of the project and the tensions it created.

Formalised social innovators highlighted more incidents of justification and re-justification (and often frustrated with this), and perception of the judgement of the projects to a different standard to those delivering on business objectives. These tensions did not appear in the critical incident descriptions of the non-formalised social intrapreneurs:

"I was getting to the point where it was frustrating to make the same argument to justify over and over again."

Int.19, p15.

Structural related tensions

The non-formalised social intrapreneurs highlighted structural tensions more often than their formalised counterparts. Examples were colleagues indicating it was not their job to engage and help, or in a few cases taking credit for the work of successful social intrapreneurs:

"little disheartening to see the articles come out and my name was not even mentioned [but another department does]" Int.42, p20.

A second interesting structural asymmetry across the sample was the tensions between the social intrapreneur and middle managers. Although this tension was not entirely absent for the non-formalised social intrapreneurs, it featured more prominently in incidents described with the formalised social intrapreneurs. This may seem counter-intuitive that social intrapreneurs with some formal standing would consider middle managers a significant tension in contrast to their less formalised counterparts. This suggests a higher level of expectations of organisational support and recognition of the social intrapreneurial efforts:

"that middle layer who that there is something lost in translation coming down from the top and I think it has to do with if you had a really strong leadership who were aligned with innovation as part of the purpose and things like that then you would get it trickled down. I think because it's kind of like sure just don't screw up too bad. It doesn't make it through that frozen layer in the middle to get down to the bottom." Int.3, p38.

Somewhat self-explanatory is the related observation, that in the higher levels of MNC hierarchy (e.g. directors or executive levels), the middle manager tundra "where decisions go to wither" was not present in the accounts of social intrapreneurs. The tensions emerging from middle managers being unlikely, where the next level of management is an executive or CEO of the organisation (i.e. there is no middle manager). Supporting this observation is that participant accounts of manager-employee individual interactions predominantly were attributed to social intrapreneurs in professional and technician level roles within the sample.

The dynamic nature of role formalisation

A series of incidents described by the individual whose roles had an expectation of social action, innovation or social innovation was how the formalisation of their role was not always in steady-state. Situations described were when the organisation was either increasing (featuring social initiatives,

shared value generation, creating social/innovation initiatives, formalising roles) or decreasing (de-featuring initiatives, defunding, disbanding groups) the formalisation of the roles. The participants perceived these changes as due to various factors, including external market pressures, competitive changes, leadership changes, manager changes, and organisation restructuring.

In reducing levels of organisational support, there was an increased incidence of concealment of projects and exits of social intrapreneurs from the organisation. Seven of the participants who left their organisations gave decreasing formalisation as a reason. An example of reducing formalisation is Int.27: Originally a highly supportive pro-social organisation, with high initiative visibility, Int. 27's, program transitions through non-support and active obstruction. In the CEO's quarterly addresses to the company:

"At the CEO level 2-3 years ago and the state of the company [address], his 3rd or 4th slide in his deck, thinking about [social] innovation, so it is front and centre and everybody is talking about it."

Int.27, p19.

This year the slide deck had all the social innovation slides removed, and Int.27 asks the CEO to include them:

"You should add it back, [the social innovation focus], and he wouldn't hear any of it, because I am sure it was debated by his staff. And that really was what's started the pendulum shift the other way."

Int.27, p19.

Or when the CEO of another organisation reduced funding for the innovation program, the initiatives continued, however in stealth mode:

"so they were bringing them in under the radar" Int.11, p32.

In contrast, organisational contexts that showed an increase in support of the formalised roles (three organisations in the sample) appeared to highlight and discuss enhance the elements of shared value surfacing and early organisational engagement and support in the efforts:

"Shared value we've been exploring that for many years is really where you intentionally solve a social impact challenge or a social by really leveraging your deepest assets. Your core assets as a business, while also making money doing that." Int.38, p4.

This dynamic nature of formalisation, appeared to amplify or dampened existing tensions (transitional) and in some cases created new tensions (generative tensions).

In the organisations with an increasing formalisation of social innovation, previously non-formalised social innovators, expressed some scepticism of the new more formalised, and in their opinion, more restrictive (or less innovative approach) to social innovation:

"In the freestyle model [ad hoc] then you don't rely on any process whether there is any template or not. You just look what your idea needs in the current phase and you just make it happen. I think that risk in this organised approach is that people start relying on this and not fighting for their ideas or needs anymore"

Int.16, p15.

Formalisation changes are viewed through the perceptions of the interviewed social intrapreneurs. Since these are perceptions, it is not possible to determine a causal relationship between changing formality and the change in navigations or tensions experienced.

4.4.4.3 Finding related to terminal incidents

Earlier in the findings, it was highlighted that approximately half of the sample had moved to different roles within two years of the first interview. The general destinations of the leavers have been discussed in section 4.3.1.2.

As part of the granular data analysis, the destinations of the participants and their role descriptions and hierarchical positions are given a secondary analysis. Although longevity and role hierarchy did not appear to reveal any patterns in this sample, their effects may be worthy of future research. In the context of the sample role formality with respect to innovation and social action, the data shows granular features.

Two asymmetries that appear are the tendency of formalised social innovators who exit the organisation to embark on a social entrepreneur pathway. The participants moved to roles either in non-profit organisation or roles where the participants either form a non-profit organisation or act as an individual social intrapreneur. The asymmetry in the observations appears to be a higher tendency of non-formalised social innovators to stay in their current role in their existing organisation. The destination data described by the formalisation of social innovator role and their destination is shown in Table 21, and the more detailed analysis by individual participant is presented in Appendix X.

Table 21 Role of interviewees after two years from interview

Role after two years after the interview	# of participants	Formality of role relative to social and innovation action			
		Social + innovation	Social	Innovation	Ad-hoc
No change in role	33	12	4	2	15
Participants who left role within two years	29				
Destinations					
New role in same organisation	8	3	0	3	2
New company: Role in for-profit	8	1	2	3	2
Role as social entrepreneur or role in non-profit	13	8	0	2	3

Fatigue and Burnout

A constituent tension theme from section 4.2 that exhibited an interesting pattern was that of fatigue. Although accounts of fatigue were described across all of the sample, the formalised innovators sub-group were the only group to explicitly discuss the issue of burnout (United Nations WHO, 2020), related to this theme. Several of the cases were severe and required intervention:

"I am not surprised a lot of intrapreneurs suffer some level of burnout."

Int.41, p21.

Discussions of burnout were presented at most role levels in the formalised sub-group with examples at the executive, director, manager, professional levels. The asymmetry posed relative to burnout suggests a rich avenue for future inquiry.

Summary of granularity of sample on tensions and navigations

This section explored the influence observed of role formality (social, innovation, both, none) on the experience and enactment of different tension and navigations forms. Novel to these findings are insights tensions and navigations experienced and enacted are mediated (or appear shaped to the

social intrapreneur) by the agent's role formalisation. The diversity and granularity of the sample, section 4.4.1, allows exploratory consideration of how factors such as role formality interplays with themes of tensions section 4.2 and navigations section 4.3.

The findings of asymmetries of the tensions experienced and the navigations enacted between social innovators' sub-groupings remain subtle and nuanced. Potentially this is a product of the method, the sample or the exploratory nature of the inquiry. There were few asymmetries identified with longevity, and limited asymmetries resulting from role hierarchy, except for the distribution of managers versus professionals versus hourly paid employees enacting social intrapreneurship.

This section's focus was the contrast between two sub-groupings; those of ad hoc social innovators (no formality in their social innovation roles) and those who indicated at the time of the interview that they had social and innovation expectation of their role within their organisations. These two subgroups consist of 22 and 24 participants, respectively. They also represent the extremes of formality differences seen across the sample, with respect to social innovation. The findings presented are based on asymmetries between the frequency and the richness of quotes in each subgroup. Contrasting path tendencies between these groups are illustrated in Table 22. The two subgroups are asymmetric in their experience of tensions and navigations in the following ways:

Roles with no formal social or innovation expectation (ad hoc social intrapreneurs) Within the grouping of interviewees, there was an asymmetry in the use of navigations. In the early stages of the efforts, navigations of concealment (especially hiding and shrinking) of visibility of the social intrapreneurial action were more emphasised than in the formalised subgroup. Furthermore, there was an increased emphasis on the use of competitions, coalitions and movements, to achieve multiple aims: legitimise through recognition, and gain coaching and mentoring on the action. These navigations

were coupled with the absence of any examples of past credibility (reputational capital (Ocasio, Pozner and Milner, 2020) being discussed as a factor in gaining legitimacy within the organisation or gaining support for the social initiative. In the mid-stage development, structural issues of lack of cooperation were emphasised as barriers.

Roles with a formal social innovation expectation exhibited asymmetries compared to the non-formalised roles. Early-stage processes appeared less emphasised in the formalised cases rapidly progressing to justification to the organisation and managers, leading to scrutiny and justification cycles. There seemed more instances or accounts of confrontation and defiance in mid-stages and the tensions experienced with middle managers; for professional and technician level roles. The phenomenon of changing levels formalisation of the roles, based on external and internal organisational changes, also featured as memorable moments for this sub-group. Although all formalisations were concerned with fatigue in later stage social innovations, only the formalised roles discussed burnout with five discussions across most hierarchical levels. An exit related, asymmetry was when leaving roles the formal social innovators appear to tend social entrepreneurial roles.

These findings do not imply causality but represent patterns and asymmetries indicated in the exploratory analysis. The findings are based on accounts that the participants chose to recount in the semi-structured interview process. Due to the qualitative nature of the inputs, the small number of rich accounts used in this final stage of analysis, and the considerations of implied asymmetries of experience, this last section embodies the nature of exploratory qualitative management inquiry; pointing the way for more in-depth qualitative or potentially quantitative methods to uncover and test the exploratory findings. Contrasting path tendencies between these groups are illustrated in Table 22.

Table 22 Asymmetries observed with respect to role formality

	Social + innovation legitimacy	Neither social nor innovation legitimacy	Social + innovation legitimacy	Neither social nor innovation legitimacy	Social + innovation legitimacy	Neither social nor innovation legitimacy
Sample size	24	22	24	22	24	22
	Early-stage of social innovation		Mid-stage of social innovation		Late-stage of social innovation	
Tensions described by participants						
Field Logics			Defiance and Confrontation			
Values						
Structure			Middle managers Formalisation change	System not fit for purpose, team conflict, loss of credit, rewards		
Process		Lack of process	Re-justification			
Individual self					Burn-out and fatigue	Fatigue
Navigations described by participants						
Legitimising	Past credibility and individual and organisation support	Competitions Coalitions Movements				
Avoiding		Concealment and under radar			Exit to Social entrepreneur	Retention
Defiance			Defiance	Less observed		
Compromise						
Acceptance						

Source: This study. Empty cells indicate asymmetries were not observed

4.4.4.4 Multi-tension and multi-navigations

When considering the process of social innovation, it was observed it is a multi-tension and multi-navigation activity. All interviewees recounted experiencing more than one tension-type and enacting multiple navigations during their social innovation activities. Additionally, at any time, there may be both an array of tensions types and navigations being enacted simultaneously. This view of an interplay between tensions and navigations, the individual and their structure evolves uniquely based on each case. An attempt to represent the complexity of this observation is made through a vignette of the phenomena observed. A simplified representation of the interplay of navigations and tensions is given for one interviewees' social innovation journey, as shown in Figure 22. This representation aims to illustrate the complexity of social innovation journeys and their potential to be a unique combination of the actors' structure and context, the actors' skills and traits, and finally the actors' purpose and motivations.

Figure 22 Interplay of navigations and tensions for interviewee Int.15



Many journeys were reviewed in this way, and each was forming a different path.

4.4.5 Summary of findings

This chapter is detailed in its presentation of the finding of social intrapreneurs tensions and navigations since this is a complex and sparsely researched topic in need of exploratory inquiry. To enhance qualitative trustworthiness, the researcher has provided significant numbers of quotations in the text and appendices to capture the rich sources leading to the thematic findings.

The findings at a macro level address the primary research question, "*what tensions are experienced by social intrapreneurs?*" with an empirical thematic framework of tensions (six master themes supported with sixteen constituent themes) and supplementary empirical typology describes the etiological nature (anchored, transitional, generative) and form (ideological, structural, processual) dimensions of tensions. The secondary research question, "*what navigation strategies do these social intrapreneurs deploy in response?*", is addressed with a thematic framework of navigations (six master themes supported with ten constituent themes). These integrated findings across the sample provide the foundation for the second part of the findings that probes granularity in the sample.

The diversity of social intrapreneurial roles captured by the sample is considered with respect to role formality, motivations and hierarchy, in addition to the more traditional industry and social action type demographics. These reveal a multifaceted and rich mix of agency types under the single label of the social intrapreneur. The formality of the role expectations of social intrapreneurs reveals granularity and asymmetries in the experience of tensions and the enactment of navigations, between sub-groups of social intrapreneurs. Empirical themes are considered with respect to the process of social innovation and consideration is given to the complexity of tension and navigations and critical incidents in the social intrapreneurial innovation journey.

5 Discussion and conclusions

5.1 Introduction to discussion

This chapter discusses the exploration of tensions of social intrapreneurs empirically investigated in this study. The chapter positions the findings within the extant literature and identifies how the research contributes to academic knowledge and practice. This chapter also reflects on the research limitations and opportunities for further investigation.

When considering entrepreneurial behaviour, Eckhardt and Shane (2003), encourage not only consideration of the characteristics of the entrepreneur but also the importance of understanding the entrepreneurial opportunities and actions of the individual agents. This stance is taken for the empirical inquiry into social intrapreneurial mechanisms at a micro-level and individual level, e.g. tensions and navigations. The extant literature review resulted in incompletely answered review questions (chapter 2); consequently, exploratory qualitative research was designed and conducted (chapter 3). The findings describe a thematic organisation of tensions experienced (section 4.2), navigations enacted (section 4.3) and asymmetries in navigations and tensions related to granularity in the sample (section 4.4). The confluence of the extant literature and the empirical inquiry findings form the foundation of this chapter.

This chapter is organised as follows. An initial section discusses social intrapreneurs and their position within the research (section 5.2). This section is followed by discussing how the findings inform the research questions (section 5.3). After which contributions to knowledge emerging from this work for both academia and practice (section 5.4) are presented, followed by a reflection on limitations (section 5.5), further suggested research (section 5.6) and conclusions (section 5.7).

5.2 The social intrapreneur within this research

This section discusses the social intrapreneur and the nature of their actions and the diversity embraced within the definition of the social intrapreneur. The section continues with a short discussion of how the social intrapreneur maybe considered inherently under tension. The section ends with the justification of this detailed research study.

5.2.1 An overview of the social intrapreneur from this research

The social intrapreneur

The social intrapreneur concept emerged in the academic discourse around 2005 (Hemingway, 2005; Mair and Martí, 2006). The discourse has evolved from a focus on the social intrapreneur's conceptual role in organisations (both for-profit and non-profit), to how contextually the social intrapreneur inhabits organisations and what social intrapreneurs can achieve for both society and their host organisation. Still present in the recent discourse is the continued fluidity around the definitions that inhabit the debate on social intrapreneurs and social innovation (Alt and Geradts, 2019; Tracey and Stott, 2017).

Mechanisms of social intrapreneurship within organisations have also joined the debate's foreground with calls to empirically study challenges and mitigations a social intrapreneur may experience (Alt and Geradts, 2019).

Discretionary nature of social intrapreneurial activity

Differentiation is made between the non-mandated acts of social intrapreneurs and the more mandated actions of formal CSR, ESG and philanthropy programs within organisations (Belinfanti, 2015). This differentiation highlights the discretionary social intrapreneurial acts of managers and CSR professional (Hemingway, 2005; Hemingway and Starkey, 2018), beyond their mandated roles. This discretionary nature links social intrapreneurship with personal values as motivation for such actions (Hemingway, 2005; Idowu et al., 2013; Schwartz, 2010). Alt and Geradts (2019) reinforce emphasis in their definition of a social intrapreneurship as discretionary:

"Discretionary and informal employee-led process of identification and exploitation of entrepreneurial opportunities that address social or environmental challenges while contributing to the objectives of established organisations".
(Alt and Geradts, 2019).

Based on Archer's analysis of the relation between structure and agency and the role of human reflexivity (Archer, 2003, 2010b; Caetano, 2015), agents may start with their personal concerns, e.g. what they care most about, resulting in envisaging a project and what they hope to achieve (Archer, 2003). An individual can exercise free will; however, they will encounter constraints and enablements from social structures (e.g. norms, power relationships) shaping the projects' nature (Archer, 2003, 2010a; from Cox and Trotter, 2016). By their natures and failings, these structures may enable embedded agency and contribute to the enablements of the agents (Englund and Gerdin, 2018).

The discretionary nature of the social intrapreneurial action plays a role in underlying tension generation; the act of personally choosing projects may challenge the principal and the structure within which the social intrapreneur is engaged (Shapiro, 2005). Additionally, this may lead to a political nature of the debate around the role of business in society and social intrapreneurship (Idowu et al., 2013).

Within this research's purposeful sample of social intrapreneurs, this discretionary nature was confirmed. In all interviews, the social innovation projects being executed were the choice of the participant, independent of the type of formality of their organisational roles. There were many cases in the sample where CSR (managers and professionals) and innovators (managers and professionals) voluntarily expanded their roles into delivering innovative social value, i.e. choosing to add social innovation to their activities. The discretionary nature of the choices was exhibited through a range of acts.

Examples were through working on their own time or pursuing social innovations contradictory to those endorsed by the organisation, in some cases employing bootlegging or stealth development of ideas (Criscuolo, Salter and Ter Wal, 2014; Dovey and McCabe, 2014; Globocnik, 2018). More nuanced were those who guided the organisation to execute sustainability or social projects based on their personal values (Hemingway, 2005) or motivations, e.g. green building initiatives, helping financially disadvantaged, crowdsourced healthcare or education of disadvantaged communities.

These observations of discretion come with three caveats: The first is that not all the cases expressed explicitly the voluntary nature or discretionary choices in their following of a social intrapreneurial path, but they did all discuss their projects as their choices. Secondly, some of the participants' initial personal choice of social innovation activities later became more formalised within their organisations due to role or organisation evolution. The third caveat is that the observations are potentially influenced by the sample selection process, which relies on social intrapreneurs self-identifying or being identified by others, resulting in actor identity influencing the observation.

Delivering social impact

Social intrapreneurs have goals to deliver social impact from inside organisations (Alt and Geradts, 2019; Michelini and Fiorentino, 2012; Pfitzer, Bockstette and Stamp, 2013). They aim to deliver social value from their chosen social objective while enabling their organisation to thrive (Spitzeck et al., 2013). The social intrapreneurs reiterated these sentiments in the sample:

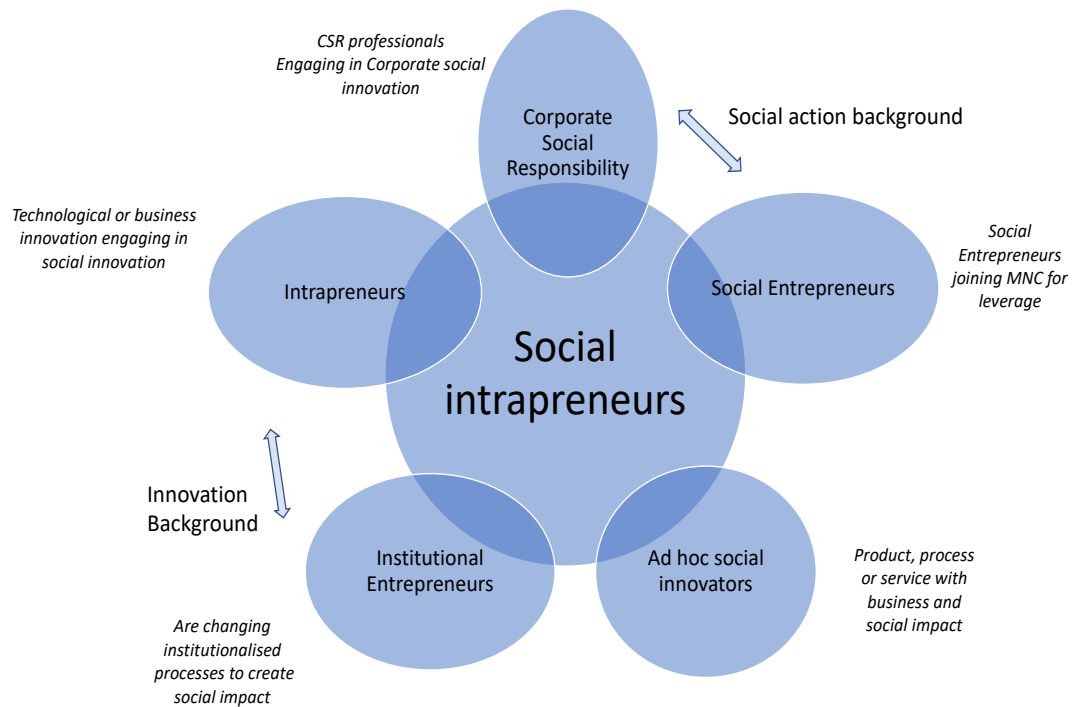
"Shared value we've been exploring that for many years is really where you intentionally solve a social impact challenge by really leveraging your deepest, your assets right. Your core assets as a business, while also making money doing that" Int.38

Social intrapreneurs can be considered to act on or with their organisation, the institutions they inhabit, themselves and the broader global context. The system they most often interact with is the organisation of which they are part. However, it is not unusual for the social intrapreneur to act upon institutions. The literature has many examples of internal transformation of institutions by innovators with social impact objectives, cuisine (Svejenova, Mazza and Planellas, 2007), microfinance (Dorado, 2013; Dorado and Ventresca, 2013), legal (Belinfanti, 2015), religion (Creed, DeJordy and Lok, 2010), environmentalism (Kisfalvi and Maguire, 2011), utilities (Jay, 2013). The empirical sample equally contains social intrapreneurs acting to modify their context beyond the organisation, with examples of modifications of institutional processes of global apparel and food supply chains, environmental commercial building, banking for the financially marginalised, crowdsourcing of health research.

5.2.2 The diversity of social intrapreneurs

Alt and Geradts (2019), consider social intrapreneur literature as sourced from fields of CSR, social entrepreneurship and intrapreneurship. The extant literature also exhibits cases where social intrapreneurs envisage new configurations of their context. These are illustrated by the social intrapreneur as a special case of an institutional entrepreneur (Kistruck and Beamish, 2010; Sharma and Good, 2013), or the similarities of internal activists and social intrapreneurs as they couple personal purpose to organisation decisions (Carrington, Zwick and Neville, 2018). This composite view of social intrapreneurs backgrounds is represented in Figure 23.

Figure 23 A representation of the diversity of social intrapreneurs



Source: Inspired by (Alt and Geradts, 2019)

Within this qualitative study's empirical approach, a broad population of social intrapreneurs was probed with purposeful sampling. The purposeful sampling utilising a snowball sampling technique was successful in identifying many social intrapreneurs.

The empirical sample used in the study consisted of social intrapreneurs in MNCs; however, beneath this umbrella label, multiple facets of actors are described. CSR professionals creating corporate social innovations, traditional innovators who also strive to create positive social impact, purpose-driven internal activists, prior social entrepreneurs believing that a for-profit environment enables more effective scaling of social initiative. Alternatively, employees who have innovative ideas that wish to deliver positive social value through process, product or service transformation.

Social intrapreneurs described in the empirical findings have a commonality in carrying out social innovation within for-profit MNCs. Paradoxically the single social intrapreneur label conceals a wide diversity. The diversity observed includes social action type (environmental, social, education, diversity), the formality of roles in organisations (formally recognised social innovators to ad hoc social intrapreneurs), hierarchical positions (managers, professionals and technicians), career experience (5 to 35 years), and a diversity of industries (apparel, software, fitness, semiconductors, financial, consumer electronics and retail) as described in section 3.3.

This research's findings support the extant literature that describes the heterogeneous and fluid nature of the social intrapreneur (Alt and Geradts, 2019; Tracey and Stott, 2017) and the challenges of bringing a homogenous consideration to the label "social intrapreneur". Social intrapreneurs are a confluence of several types of action, individual, roles unified by their shared goal of social intrapreneurship.

5.2.3 The social intrapreneur and tensions

The researcher's underlying assumption when addressing the literature and the empirical investigation is that social intrapreneurs are the subject of challenges, barriers, and issues labelled in this research as tensions. Through a lens of agency theory where the agents are social intrapreneurs within a large MNC, the assumption of tensions can be explored. Agency theory focuses on governance mechanisms that limit an agent's self-serving behaviour (Bendickson et al., 2016; Eisenhardt, 1989a). This behaviour may be enacting their personal (social impact) project in the social intrapreneur case, frequently not aligned with the principal's immediate interests; the principals' interest in a for-profit MNC is profit maximisation. Organisational structures and processes, (e.g. legal, rewards) are designed to incentivise the agent to favour the principals' interests. These structures and processes often regulate the agent's freedom (Bendickson et al., 2016). Short-term profit interests, business unit based incentive structures, and uncertainty avoidance (Carroll, 1979) act as

obstacles to the social intrapreneur in their social impact effort (Halme, Lindeman and Linna, 2012). These obstacles result in tensions being generated between the divergent goals of the social intrapreneur and the principal, (and as is often the case delegates of the principal, e.g. managers, executives who are more aligned to the principals' objectives).

The social intrapreneur can be seen to be an agent experiencing tension in their MNC habitat. However, the extant literature does not adequately address the questions of what tensions are experienced and what navigations are enacted by the social intrapreneur; it does, however, tantalisingly dance around the periphery of this inquiry. These adjacencies consist of literature addressing tensions in social enterprises and hybrid organisations (Battilana and Dorado, 2010; Diochon and Anderson, 2010; Smith et al., 2013; Smith and Lewis, 2011) and paradoxical forms of tensions (Block and Kraatz, 2008; Jay, 2013; Lewis, 2000; Smith et al., 2012; Smith and Lewis, 2011). Also addressing reactions to tensions by organisations, but not individuals (Santos et al., 2015; Santos and Pache, 2010). Literature also describes tension generators of plural field logics (Block and Kraatz, 2008; Jay, 2013; Mair, Mayer and Lutz, 2015), of personal values of social intrapreneurs (Hemingway, 2005, 2013; Hemingway and Maclagan, 2004), structures (Antoncic and Hisrich, 2001; Kistruck and Beamish, 2010) and the tensions experienced by specific individuals (Creed, DeJordy and Lok, 2010; Kisfalvi and Maguire, 2011) and by agents in SMEs (Kistruck and Beamish, 2010; Lettice and Parekh, 2010; Nicholls, 2010). Extant literature also discusses multiple forms of social intrapreneurs for example as managers and middle managers (Hemingway, 2005; Sharma and Good, 2013) and of individuals (Battilana, 2006; Creed, DeJordy and Lok, 2010; Kisfalvi and Maguire, 2011), and proxies in the form of institutional agents (Battilana, Leca and Boxenbaum, 2009; Dorado, 2005) and the formation of coalitions (Battilana and Casciaro, 2013a; Dorado, 2013). All of these inform but do not entirely address the research questions. With limited direct research, the social intrapreneur remains underrepresented in literature; thus, there is no dominant theory in the domain of social intrapreneurship at an individual level. As a result

of this situation, this research empirically explores the primary research question: What tensions do Social Intrapreneurs experience? Furthermore, a second related question of, what navigation strategies do these social intrapreneurs deploy in response?

5.3 Discussion specific to the research questions

The research problem was to explore and identify tensions experienced and navigations enacted by social intrapreneurs in large for-profit organisations. The goal of the study was to answer the:

Primary research question:

What tensions do social intrapreneurs experience?

Secondary question:

What navigation strategies do these social intrapreneurs deploy in response?

The following section focusses on the findings of this study and how they may be contextualised, within the current body of knowledge on social intrapreneurs.

5.3.1 Tensions experienced by social intrapreneurs in MNCs

In this section, thematic tensions from the empirical study are first contextualised within the extant literature. The organisation is by master tension themes from the findings. This section then proposes that the typology of tensions derived is unique in its focus on social intrapreneurs in MNCs, and proposes its contribution relative to other typologies. The section ends with a discussion of an etiological typology of tensions as a proposal for further development.

In addressing the primary research question, the empirical findings were grouped thematically based on observed data patterns; based on a tension structured by two opposing dipoles. Emergent thematic groups being described by tension types. These thematic groups described tensions resulting from field logics, values, process, structure, and individual tensions. It is believed this is

the first time that a comprehensive gathering, synthesis and a thematic organisation of tensions from a social intrapreneurial perspective in large for-profit organisations has been documented.

Plural field logics-based tensions

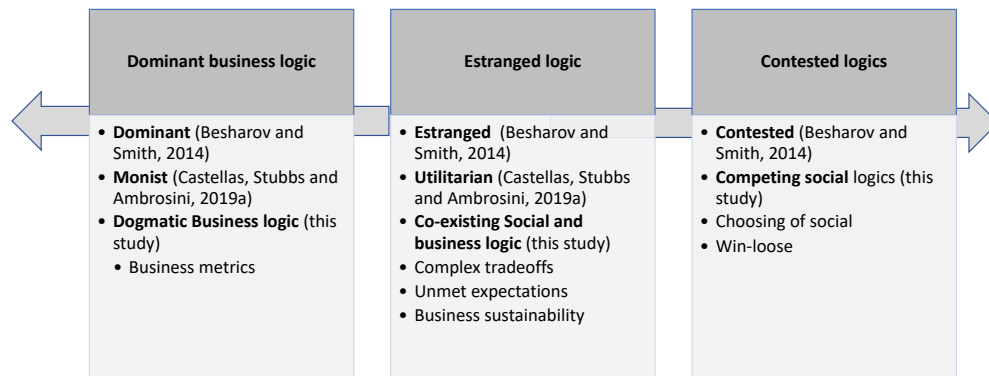
The literature describes multiple logics leading to uncertainty, contestation, conflict and tensions (Santos and Pache, 2010; Smith et al., 2013). Besharov and Smith (2014) described these field logic tensions further in their work on the implications of multiple field logics within an organisation; they present four configurations: Dominant, Estranged, Aligned and Contested. In this research study the findings on dogmatic business logics vs social logics appear to align with the dominant configuration, this is where one field logic has a central function in the organisation, and the other logics are peripheral, resulting in the dominant logic being highly prescriptive (Besharov and Smith, 2014). Similarly, forms are seen in value theory with Monists, a single super value vs utilitarian, multiple values but subordinate to the primary value (Schroeder, 2016). There are challenges of measuring a social value if applying a single super value (Castellas, Stubbs and Ambrosini, 2019). This phenomenon is reiterated by Hahn et al. (2018) indicating that when business logic is paramount, the organisation tends to emphasise business outcomes over societal concerns systematically. Besharov and Smith (2014) suggest that this is a configuration with no conflict. This non-conflict situation may be valid at an organisational level of the original work, however at a micro (individual) level as in this research; findings indicate a dominant logic state exhibits individual intrapreneur vs the institution tensions and conflicts.

The second finding in this research, that of co-existing business logic vs social logics (shown in Figure 17) corresponds with an *estranged* configuration (Besharov and Smith, 2014), where a field logic has a central, however not dominant, function in the organisation and the other logics being peripheral. There is a higher prescriptive contradiction between logics, resulting in cases where moderate conflict is realised, as seen in this research at the social intrapreneur level. Finally, the manifestation of social field logic one vs social

field logic two from this research, falls outside of the range of Besharov and Smith (2014) model, since neither of the logics in this tension is necessarily central to the function of the organisations studied. Figure 17 is updated accordingly in Figure 24. It should be noted that Figure 24 and the Besharov and Smith (2014) model do not reflect the dual social field logic situations observed.

Figure 24 Field Logics types empirically observed

(Figure 17 revised)



Source: *this study and* (Besharov and Smith, 2014; Castellas, Stubbs and Ambrosini, 2019)

In situations where business logics dominated, the empirical data indicate a prevalence of anchored and ideological tensions. However, where co-existing business logic vs social logics, even if highly asymmetric were observed, frequent transitional and generative tensions of ideological form existed. This behaviour appears similar to that described in the oscillatory behaviour of the tensions within the CEA (Jay, 2013), where it is proposed that institutional logics do not necessarily compete, contradict, or conflict continuously. Multiple logics can create latent paradoxes that only surface at particular moments in time, such as resource scarcity (Jay, 2013; Smith and Lewis, 2011). The empirical observations appear to confirm this, with frequent tensions between business logics and social logics modulating due to funding scarcity (the falling

price of oil or revenues not meeting expectations). These dynamic features of plural logics interlink with the dynamic nature of role formalisation described in section 4.4.4, whereby external influences, in turn, influence logic dominance, which in turn impacts role formalisation choices of the organisation.

Tensions based on organisational vs individual values

The tensions that were observed empirically related to value differences between the social intrapreneur and the organisation are considered in the context of Hemingway (2005) conceptual model. Hemingway (2005) proposed four states: active (pro-social individual, pro-social organisation) conformist (pro-self, pro-social organisation) frustrated or concealed (pro-social individual and non-social organisation) and apathetic (pro-self, non-social organisation). Others have defined similar states (Grayson, McLaren and Spitzeck, 2014a; Rodrigo and Arenas, 2007). In this study, cases of the frustrated social intrapreneur, either as pro-social individuals in a non-social organisation or pro-social individuals in pro-social organisations which are not aligned with the social intrapreneurs chosen social path and examples of the active social intrapreneur were observed within the broad purposeful sample. Conformist examples were given in second-hand accounts from the social intrapreneurs when talking of others situations. The occurrence of apathetic examples was not represented within this sample. This non-observation is believed to be the result of a social intrapreneur centric sampling would most likely exclude apathetic examples or individuals that were pro-self in a non-social organisation. This work adds confirming empirical material to that of the conceptual model (Hemingway, 2005) and the ethnographic work (Hemingway, 2013).

The diversity of the job roles in the sample Section 4.4.2, further confirms that responsible acts are not confined to management and that social intrapreneurs can emerge from many job roles in an organisation (Hemingway, 2005).

Structural and process tensions

Organisations have processes and structures that help meet the organisational goals and objectives. For example, Kistruck and Beamish (2010) discuss the effects of organisational structure and process within small and medium enterprises and their impact on social intrapreneurs' success. These processes and structures can present tensions to the social intrapreneur since they offer barriers to the execution of an intrapreneurial activity. This study's findings observed that legal processes that are unable to adapt from business customers to social beneficiaries and metrics and incentives processes rewarded meeting business goals but were punitive to achieving social intrapreneurial aims. Lewis (2000) conceptually describes organising tensions (divergent internal dynamics such as structures, cultures, practices, and processes) and belonging tensions (that emerge from divergent identities among subgroups and between subgroups and the organisation) from the organisation's perspective. When coupled these "organising-belonging" tensions (Smith and Lewis, 2011), resemble the tensions empirically observed not from the organisations perspective but that of the social intrapreneurs. These tensions tend to bridge structure and process thematic groups of tensions. The belonging aspect of the tension appears related to the level of fitting-in the social intrapreneur has with their context. One consequence of this is by fitting-in the social intrapreneur is likely to be more trusted (social capital), and principals feel they have a better understanding of the agent (Shapiro, 2005). However increased fitting-in may raise the level of embeddedness of the agent (Shapiro, 2005). As discussed in the findings, the trust from fitting-in (De Clercq and Voronov, 2009, 2011) may enable a social agent to have legitimacy when diverging from the principal's interests or may be able to better frame their (divergent) interests with that of the principal (Shapiro, 2005).

Individual-level tensions

The extant literature describes marginalisation issues from the collective for the social entrepreneur and institutional intrapreneurs alike. Included in this literature are articles related to tolerance of marginalisation (Kisfalvi and Maguire, 2011), the notion both needing to "fitting-in" to gain credibility and

social capital (Ocasio, Pozner and Milner, 2020), whilst at the same time "standing-out" with innovation and non-conformist ideas (De Clercq and Voronov, 2009, 2011), group boundaries giving rise to either being in or out of the collective (Lewis, 2000) and the tensions of conformity vs innovation and interdependence vs independence (Diochon and Anderson, 2010). These phenomena are exhibited in social intrapreneurial empirical data, as discussed in the findings. For example, the generative nature acts of inclusion, resulting in exclusion, is observed in the empirical research in Int.22 example below:

Inclusion:

"I think that most people are finding comfort and like qualities and like tribes." Int.22, p18.

Exclusion:

[it creates] "subdivisions organisationally, those people who value inclusion versus those who maybe have conservative values." Int.22, p18.

This phenomenon has also been described in diversity studies. In these studies, the result of forming inclusion groups can result in tribalism, splitting or exclusion. This marginalisation results from labelling those included in the program, which necessarily defines those excluded from the program (Curtis, 2019; Smith et al., 2013). Smith and Lewis (2011) describe belonging tensions that emerge from divergent identities among subgroups and between subgroups and the organisation. Within this context, the empirical findings identify belonging tensions relating to divergent values (organisation vs the social intrapreneur) belonging tensions related to marginalisation from the collective (fitting-in vs standing-out) (De Clercq and Voronov, 2009, 2011).

Contribution: Towards a Framework of tensions for social intrapreneurs in MNCs

The findings have shown that tensions imply constraints on the social intrapreneur at many levels: field logics, values, individual, processes, structures. In isolation, each of these is not unique only to the social intrapreneur, having been considered for intrapreneurs, entrepreneurs, social entrepreneurs, institutional entrepreneurs, SR agents and activists in other

literature. It is proposed that the social intrapreneur experiences a unique portfolio of these tensions and these collections, it is suggested, are unique to social intrapreneurs.

In the extant literature, from a social change perspective, the work of Sonenshein (2016) proposes a model considering issue legitimacy and its interplay with values and logics. This model takes a multi-level consideration of economic philosophy, other institutional fields, organisational mission, including the change agent's values and beliefs, and suggests approaches to gain top management engagement.

Smith and Lewis (2011) present a dynamic conceptual model of organisational tensions and paradox from a paradox perspective. In later articles, this work is extended to tensions experienced in social enterprises (Smith et al., 2013), tensions experienced by individual social entrepreneurs (Smith et al., 2012), and to the impact of contradictory logics (Besharov and Smith, 2014).

Both the above models do not create a comprehensive view of tensions from a social intrapreneur perspective. The proposed framework of tensions experienced by social intrapreneurs across multiple levels of interactions is illustrated in Table 17. This framework contributes a broad perspective of the range of salient tensions experienced by the social intrapreneur, within MNCs. This framework of tensions from this research study acts as an exploratory structure to blend the extant literature on logics, values, structures, process and individual, surrounding the social intrapreneur with the broad set of observations (in this study) of thematic tension groups specific to the social intrapreneur in MNCs.

Contribution: 1

Utilising an exploratory inquiry, with a purposeful sampling of social intrapreneurs, this research proposes a multilevel framework of salient tensions resulting from confictions of field logics, values, structures, process, and individual to individual

It is recognised that this framework draws on multiple articles of extant literature and theories. The framework is illustrated in Table 17. The contribution this work makes is in consolidating a portfolio of threads and discourses related to tensions and producing an exploratory framework grounded on empirical findings to describe a framework of tensions experienced by a sample of social intrapreneurs in for-profit MNC.

Toward a typology of social intrapreneurial tensions

In the empirical study, it was observed that there was a nascent typology of tensions. This typology describes the tensions experienced by the social intrapreneur from a more etiological perspective by considering the roots and the behaviours of the tensions. These observations result in two suggested dimensions of tensions. The two dimensions are *form* (formation of the dipoles), i.e. ideological, processual or structural and tension *nature* (how behaviour changes with time), i.e. Anchored, Transitional or Generative.

Extant literature does not explicitly identify tensions that change magnitudes (transitional) vs tensions with relatively static behaviour (anchored). However, Jay (2013, p44) does describe "*Ignoring paradoxes can result in undesirable outcomes like stuckness and inaction, oscillation and mission drift, fractionalisation and internal conflict*" and Smith and Lewis (2011) describe latent paradoxes that do not necessarily compete, contradict, or conflict continuously. This oscillation of tensions was observed in the empirical study due to internal factors (leadership changes, mission focus, emphasis on logics either social or business) or external changes (market changes such as the price of oil). In the extant literature, resource scarcity is identified as triggering latent paradoxes (Smith and Lewis, 2011). The literature has implied the

generative nature of tensions through dialectics' capability to create new tensions of a similar nature after synthesis of the original tension (Smith and Lewis, 2011). Also, research that observed that a company's planned change efforts created a series of dilemmas and perceived conflicting demands that paralyse middle managers, i.e. tensions leading to new tensions (Andriopoulos and Lewis, 2009). However, there is no clear definition of a generative tension in the social intrapreneur context to the researcher's knowledge. This study considers a generative tension as a tension that creates another tension, the product of the creation being a generated tension.

The extant literature, particularly that of Lewis's (2000) paradox theory and later Smith and Lewis (2011), provides descriptors of paradoxical tensions. Smith and Lewis (2011) highlight ambiguity of their model as overlaps are possible between meaning, e.g. a dilemma may appear more paradoxical when considered over a longer time horizon. The descriptors of *nature* (anchored, transitional and generative) and *form* (ideological, structural, processual) proposed from this research provide a complementary structure that may address the ambiguity around the context of the tensions or longitudinal behaviour of tensions.

Smith and Lewis (2011) indicate there are two forms of paradoxical tensions *latent* (inherent in organisations) and *salient* (experienced by organisational actors). This empirical study is bounded by its social constructivist approach to gathering knowledge. The perspectives obtained are exclusive to the social intrapreneurs, who are actors in this context. This perspective results in this research study exploring only the *salient* (those experienced by actors) elements of paradoxical tensions, i.e. the tensions as social constructions that emerge from actors' cognition. This limitation may curtail the generalisability of the typology of tensions and suggests that further research is required before claiming a contribution to knowledge.

5.3.2 Navigations of social intrapreneurs in MNCs

The section is organised first to contextualise navigation themes observed in the empirical study in the relevant literature. The section then proposes that the framework of navigations contributes to knowledge for social intrapreneurial actions within MNCs.

Navigations enacted by social intrapreneurs

The literature on navigations in response or reaction to institutional, organisational or other sources of tensions offers fragmented descriptions of navigations enacted by social intrapreneurs and other actors. Within the social entrepreneurship, institutional entrepreneurship, and paradox literature various theories and frameworks are suggested for responses and reactions to strategic institutional demands, manager demands, and paradoxical tensions outlined in Table 6 in the literature chapter. These are used to inspire and guide the empirical data structuring; however, any one framework or model does not adequately describe this research's exploratory observations.

The empirical data formed six thematic groupings of navigations: Legitimation, Concealment, Confrontation, Compromise and Acceptance and a further navigation enacted by organisations as described in section 4.3 of the findings chapter and summarised in Table 19. These are discussed with respect to within the extant literature in the following sections.

Legitimation as a navigation

Empirically, legitimation is the broadest master theme of navigations collected in the findings with constituent themes of framing and shared value generation, past credibility or reputational capital (Ocasio, Pozner and Milner, 2020) and legitimation at an individual or a group level. Constituent themes are briefly positioned in relevant literature in the following paragraphs.

The constituent theme of message framing including shared value generation, builds legitimacy through ensuring the audience resonates with the messaging, e.g. the business audience receives business-orientated messaging and the

social audience more socially orientated messaging. The use of message framing lowers organisational tensions and resistance to initiatives. In extant literature, message framing is an important navigation path for change agents (De Clercq and Voronov, 2011; Hemingway, 2013). The use of framing (Purdy, Ansari and Gray, 2019; Sonenshein, 2016) or "selling" social initiatives through highlighting the compatibility of goals with those of the organisation has formed a discourse in social innovation (Alt and Craig, 2016; Besharov and Smith, 2014). As a navigation of barriers, the effective practice of framing has been linked to exercising of political skills (Gallagher, Porter and Gallagher, 2019; Kimura, Bande and Fernández-Ferrín, 2019; Maher et al., 2018; Phipps and Prieto, 2015). Shared value generation and the messages associated with shared value (Michelini and Fiorentino, 2012; Osorio-Vega, 2019; Porter and Kramer, 2011) form compelling navigations where there is a win-win for the organisation and social intrapreneur. However, some dissenting discussion on shared value's true nature (Crane et al., 2014; Martinez et al., 2017), which considers the difficulties in creating authentic win-win situations rather than compromise.

Elements of collective legitimisation (e.g. coalitions or movements) emerge from within multiple works of literature. The institutional entrepreneurship (Dorado, 2013; Hargrave and Van De Ven, 2006; Leca and Naccache, 2006), internal activism (Davis and White, 2015; Skoglund and Böhm, 2020) and practitioner orientated social intrapreneurship literature (Grayson, McLaren and Spitzeck, 2014a; Light, 2006; Podolny, 2007). These works of literature develop explanations of mitigations that coalitions and small groups can make while dealing with endogenous change in multiple logic situations. Small groups and networks foster common identities that address the risks of marginalisation by leveraging legitimacy of others (Dorado, 2013) through the formation of alliances between similar individuals and groups, to address the need for de-embedding, and aid the change activities (Battilana, Leca and Boxenbaum, 2009; Leca and Naccache, 2006). The role of competitions as navigations for

gaining legitimacy is considered in literature discussing innovation tournaments (Salter, Criscuolo and Ter Wal, 2014).

At an individual legitimacy level, the legitimisation of initiatives resulting from the support of agents by individual managers (and others) is discussed in both the institutional entrepreneurship and the intrapreneurship literature (Antoncic and Hisrich, 2001; Globocnik and Salomo, 2015; Hornsby, Kuratko and Zahra, 2002; Sonenshein, 2016). Also, the use of past credibility and past successes to encourage a more confident view of future risk-taking reputational capital (Ocasio, Pozner and Milner, 2020) may be linked with fitting-in (through reputation to enable standing-out through more radical innovation (De Clercq and Voronov, 2009, 2011)).

These literature mechanisms offer similarities to the legitimisation seen at an individual level in the empirical findings.

Avoiding as a navigation

The navigations observed when the social intrapreneurs conceal activities are discussed as avoiding navigations. Examples of concealment include keeping the project below the radar, stealth, bootlegging, and minimising its visibility. These are especially prevalent in cases where there is no formal organisational support (Criscuolo, Salter and Ter Wal, 2014) or the activity is not authorised by the organisation (Augsdorfer, 2005; Krueger and Buchwald, 2019; Peter O'Neill, 1999). A more extreme concealment or avoidance navigation is considered in this theme as exiting the organisation rather than dealing with the organisation's tensions and paradoxes (Argyris, 1957; Grayson, McLaren and Spitzeck, 2014a; Grayson and McLaren, 2011).

Confrontation as a navigation

There are two closely related constituent themes of confrontation that are utilised as navigations in the empirical results. The first is defiance related to direct defiance of rules, norms, tensions, and barriers within the institution or organisation. This phenomenon appears in the literature as the social innovator

as trouble maker (Mulgan et al., 2006), tempered radical (Meyerson, 2004), concealed or frustrated CSE (Hemingway, 2005) or even activist (Carrington, Zwick and Neville, 2018; Davis and White, 2015; Ollis, 2011; Scully and Segal, 2002; Waldron, Navis and Fisher, 2012). However, it comes with potential conflicts on organisational legitimacy and a potentially negative impact on organisation performance.

The second manifestation can be described as dis-embedding and the challenges faced in starting the social intrapreneurial journey. In neo-institutional literature, the institutional entrepreneur's challenge is the 'paradox of embedded agency' (Seo and Creed, 2002: 223). If actors are embedded in an institutional field that conditions their understanding and normative framework, then endogenous change is difficult; this is the paradox of how actors enact change within the context which shapes them (Garud, Hardy and Maguire, 2007; Greenwood and Suddaby, 2006; Seo and Creed, 2002). In the findings, observations of dis-embedding occurring resulting from reflexivity (individual level) and triggers such as competitions or broader external changes. An alternative perspective is how structures that the agents inhabit can be enablers of embedded agency by their inadequacies and failings (Englund and Gerdin, 2018).

Compromise as a navigation

The extant literature has considered navigations of compromise in institutional (Clemens and Douglas, 2005) and social entrepreneurship (Mitzinneck and Besharov, 2019) and middle managers (Sharma and Good, 2013) settings. Sharma and Good (2013), believe the middle manager as an important social intrapreneurial agent. They propose that the middle manager's role acting as a social intrapreneur is to balance the confictions of social and profit outcomes, to meet all stakeholders' needs, i.e. synthesising or creating compromise. Social intrapreneurs can compromise, for example, as individuals consider allocating time between work and social initiatives, this can also be regarded as temporal segregation. These short-term allocations of time allow for long-term engagement with opposing forces (Smith and Lewis, 2011). Kistruck and

Beamish (2010) discuss how (with a focus on organisational form) one aspect of the social intrapreneur's role is to help structure organisations so that the traditionally contradictory goals of social and financial objectives, become more complementary for stakeholders.

Acceptance as a navigation

The literature is sparse on the role of acceptance as a navigation of tensions however there are mentions in entrepreneurship (Sutter et al., 2013) and for the institutional actor (Hargrave and Van De Ven, 2006). Acceptance is little represented as a navigation in this empirical research, the data consisting only of second-person accounts of observations of the participants of others. When faced with tensions, potential social intrapreneurs offer no resistance and acquiesce to the organisation's mission, becoming in the words of one of the participants "whino-vators". The lack of discourse on this topic is potentially due to the conflict between traits intrapreneurs and entrepreneurs being contrary to actions or navigations of acquiescence or acceptance.

Organisational enablement of navigations of social intrapreneurs

Elements in enabling intrapreneurial action in an organisation by the organisation are frequently observed in the empirical data. Within extant literature, these organisational enablements often occur in discussions of enablers of intrapreneurship. The organisation's consideration of time for innovation (Christensen, 2005; Grayson, McLaren and Spitzeck, 2011; Hornsby, Kuratko and Zahra, 2002), an encouraging and communicated culture of innovation (Donald et al., 2004; Grayson, McLaren and Spitzeck, 2011; Hornsby et al., 1993; Hornsby, Kuratko and Zahra, 2002), risk-taking and credit for success (Nandan, London and Bent-Goodley, 2015). Furthermore, further linkages are made with the frameworks that explain how structures and their inadequacies enable embedded agency (Englund and Gerdin, 2018) represented in the GIAMER framework of embeddedness. This embedded agency trigger can often be coupled with effective supply and sufficient demand conditions that enable social innovations (Schröder and Schmitz, 2016). The navigations based on organisational enablement of social innovation play a role, in the empirical findings, to legitimise the social intrapreneurial action within the organisation.

Organising navigations of social intrapreneurs

From a foundation of empirical thematic groupings of navigations above, consideration was given to the adjacent extant literature, to provide a possible framework to organise the findings. Several frameworks of responses and reactions to various institutional, organisational and management tensions are presented in Table 6. The frameworks identified in the extant literature were not originally intended for the unit of measure of this study, individual cases of social intrapreneurs in for-profit MNC; thus, there appears no simple abduction possible.

The frameworks of reactions to tensions (Smith and Lewis, 2011; Vince and Broussine, 1996) are constrained by limited to only reaction themes. These do not capture the spectrum of navigations observed, being limited to defensive responses and not a full set of navigational responses to tensions. This distinction may imply a more reactionary mode to tensions. It is believed that the social intrapreneurial navigations operate beyond reactions and defence, and nuanced findings of this study suggest the importance of responses (that address the tensions), rather than reactions. Alternative frameworks are also limited, for example, Castellás, Stubbs and Ambrosini (2019a) describe responses to tensions of field logics and in some cases values at an organisational level, Poole and Van De Ven (1989) address strategic tensions including acceptance and separation (similar to avoiding) but neglect legitimacy generation. Periac, David and Roberson (2018) in an organisational/institutional perspective consider 13 types of navigation, including framing and reframing without an in-depth consideration of legitimacy from an individual perspective. Similarly, Santos and Pache (2010) framework based on Oliver (1991) of organisational responses to institutional demands appears to describe responses beyond reaction and defence. It includes compromise and manipulation of messages, a factor in the empirical observations. The usage of Pache and Santos (2010) organisational responses to conflicting institutional demands to describe navigations is not novel, Jay (2013) has previously linked business-social logic hybrid navigations to Pache and Santos (2010). Although the Pache and Santos (2010) framework appear to fit many of the observations

and as discussed in section 5.5 (limitations), through pre-understanding influenced the thematic direction of the data analysis, the framework falls short in one central area of describing the empirical observations, that of legitimisation. This framework does not represent the observations and the constituent themes observed in the findings related to legitimacy generation. The researcher recognises (and more fully discussed in section 5.5), the likely influence pre-understanding (Gill and Johnson, 2002; Ketokivi and Choi, 2014) had in the analysis by this framework and surfaces it here in the interest of methodological transparency.

Contribution: 2

Utilising an exploratory inquiry, with a purposeful sampling of social intrapreneurs, this research proposes a framework of navigations enacted to mitigate tensions. The framework is formed of legitimacy generating, defiance, avoiding, compromising, acceptance navigations.

This framework draws on multiple extant literature and theories, especially from adjacent literature of institutional and organisational responses and reactions. The framework is illustrated in Table 19. It is believed the contribution this work makes is in consolidating a portfolio of threads and discourses related to navigations and producing a framework grounded on empirical findings to describe a framework of navigations that are enacted by a sample of social intrapreneurs in for-profit MNCs.

5.3.3 Positive and negative connotations within social intrapreneurship

This section starts with a discussion of favourable and unfavourable connotations of social actions. Then discussing the complexity and the connotations that navigations can exhibit and the contradictory and paradoxical natures of navigation and their generative capabilities. The section ends with suggestions for further development of the concept.

Considerations of social action being both positive and negative (Hemingway, 2019) that entrepreneurship can be both productive (social good) and non-productive (fraud, crime, exploitation) (Eckhardt and Shane, 2003), and social entrepreneurs can be considered as heroes and villains (Ruebottom, 2013) are not new. Negative connotations of social innovators being described as trouble maker (Mulgan et al., 2006), tempered radical (Meyerson, 2004), or even activists (Carrington, Zwick and Neville, 2018; Davis and White, 2015; Ollis, 2011; Scully and Segal, 2002; Waldron, Navis and Fisher, 2012) are also not new.

The literature contains examples of the agency of social entrepreneurs regarded as both ethical and unethical (Idowu et al., 2013), social intrapreneurs as constructors and disruptors (Wijk et al., 2018; Zhang and Zhang, 2016), heroic actions that result in a backlash at an individual or organisation level (Monin, Sawyer and Marquez, 2008) and exclusion of sub-groups within a marginalised group to make improvements more easily achieved (Nicholls and Ziegler, 2015). The favourable and unfavourable connotations also extend to an individual level where self-efficacy and social actors have been associated with personal narcissism in social intrapreneurs resulting in intentional and unintentional organisational social benefits. (Benabou and Tirole, 2010; Tucker, Croom and Marino, 2017). This self-efficacy may have links with the empirical motivations of career enhancement through social innovation, as discussed in section 4.4.1.1.

The complexity of navigations and tensions

This section discusses how these positive and negative connotations may be linked with the navigations and groupings of navigations empirically identified in this study.

As is illustrated in the findings on tensions section 4.2 and navigations section 4.3, there are a constellation of tensions and navigations that social intrapreneurs experience and enact. As described in the vignette in section 4.4.4.4, and Figure 22, each social intrapreneur may engage in multiple

navigations and tensions in their efforts toward social impact, in a somewhat unique combination. Navigations are utilised as a portfolio of navigations rather than an either-or choice. Furthermore, multiple tensions or navigations could be "in-play" simultaneously. This description has parallels in bootlegging and bricolage, where social intrapreneur as a Bricoleur bundles navigations and ad-hoc solutions to make social impact progress (Halme, Lindeman and Linna, 2012), and in bootlegging that focus on the importance of executing the (social) innovation despite challenges of being non-sanctioned by managers or the organisation (Criscuolo, Salter and Ter Wal, 2014; Globocnik and Salomo, 2015).

Contradictory natures of navigations

Navigations considered at a macro level, have themes that are often contradictory, e.g., confrontation (of the status quo) versus acceptance (of current approach), avoiding (organisational attention) versus legitimise (gain attention and support). Choices of navigations, e.g., conceal or legitimise, that a social intrapreneur many need to make have implications on the velocity, success, and impact of the innovation's future scalability.

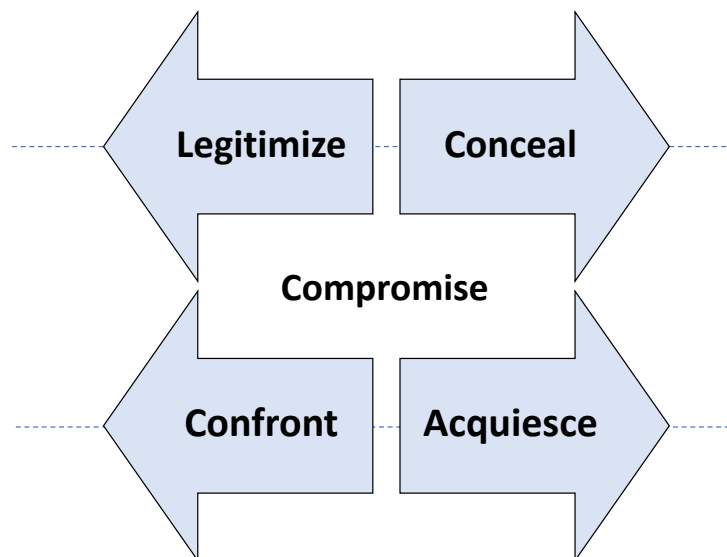
Within the social innovation literature, there are similar discussions, of conflict versus collaboration in corporate social innovation between managers, activists, institutional processes and social movements (Carberry et al., 2019) and mechanisms of both combative and adaptive action in the political green agency for institutional change (Hysing and Olsson, 2018), tactics of both covert and overt tactics activism (Carrington, Zwick and Neville, 2018). Hysing and Olsson (2018) describe change efforts of green inside activists (akin to social intrapreneurs) as paradoxically, in their simultaneously, consensus-seeking and power-driven, tactical while subversive and open and at the same time secret (Hysing and Olsson, 2018).

In an empirical cases example of deliberate choices were made by social intrapreneurs of stealth and openness at different phases of the project,

consensus through shared value and but pivoting to executive sponsor directives when the framing was not adequately persuasive.

Stealth, concealment, avoidance, defiance, confrontation, and legitimisation are navigations with the potential to result in new tensions generation, e.g. a social intrapreneur exercising defiance resulting in their marginalisation as a troublemaker. A second example may be a stealth social innovation project considered subversive to an organisation's for-profit agenda. The contradictory nature of navigations is illustrated in Figure 25

Figure 25 Navigations as contradictory actions



Source: this study

Paradoxical natures of navigations

The findings highlighted some navigations' seemingly paradoxical nature, where navigations can present simultaneous good and bad connotations. A naïve initial assumption of the researcher that navigations are inherently beneficial and exhibit positive connotations; this is challenged by this study's observations of counterposed negative connotations of navigations, e.g. defiance resulting in diverting from the business mission, or avoidance

concealing efforts and use of valuable resources from the organisation. Adding to the complexity is that many of the navigations could simultaneously exhibit positive and negative connotations based on the navigation observer. For example, defiance; from the social intrapreneur viewpoint, is seen as a positive navigation. From the organisational perspective, the defiance may have negative connotations, e.g. disruption of norms, or challenges to the hierarchical decision making. Extreme examples in the findings indicated defiance of ethics rules and financial rules by the social intrapreneurs to navigate tensions, with the potential of significant adverse impacts to both themselves and their organisation.

An example of a navigation's negative outcomes is the separation of field logics spatially, as an avoidance strategy. By spatially separating logics that are in tension within an organisation, e.g. business development team (traditional innovation) and the CSR team (social initiatives) are located in different buildings (empirically observed in Int. 26 46, 49, 59) creates a potential for organisational polarisation, a "them" and "us" situation (Battilana and Dorado, 2010; Kistruck and Beamish, 2010). Tensions emerge from this polarisation as individuals feel they need to align with one or other separated logic, and consequently not align with the other logic within the divided organisation. A need to choose and align with a logic may result in subgroups in the organisation (Lewis, 2000), and over time, defensive behaviours of these new architectures (Vince and Broussine, 1996). Choosing behaviours may occur at both an individual and organisation level are described in Lewis (2000) and Smith et al., (2012).

Navigations can present paradoxical natures to a single actor of the navigation (the social intrapreneur). This phenomenon was illustrated empirically (Int. 21, 29, 33, 57) where stealth navigation of tensions (i.e. generating low organisational awareness) can result in positive outcomes (for the social intrapreneur) of less oversight and fewer organisational resistances. However, simultaneously creating negative consequences such as not being aligned with

the business and ethical challenges such as utilising the business resources without explicit consent. Globocnik (2018), discusses these issues related to bootlegging innovation by intrapreneurs. Further comparison of stealth and legitimisation navigations are shown Appendix Y.

The researcher finds it surprising that much research on social intrapreneurs does not always acknowledge the paradox of negative connotations of overcoming barriers (navigating) to enable positive social initiatives and negative connotations of positive social impacts, e.g. saving the environment at the expense of both profit or social goals. Preferring, some authors have highlighted a more heroic representation of social actors (Bacq, Hartog and Hoogendoorn, 2016; Carberry et al., 2019; Dacin, Dacin and Tracey, 2011; Ruebottom, 2013; Wijk et al., 2018).

Observations of navigations with paradoxical tendencies, positive to one observer whilst negative to another, and in some cases being positive and negative to a single social intrapreneur, create more questions than they answer, and any definitive conclusions on paradoxical navigations are beyond this study's scope. However, this section hopefully will initiate further discourse and research on the paradoxical behaviour of navigations.

5.3.4 Critical incidents within the social intrapreneur journey

Within extant literature, there are several discussions of magnified moments, moments of "heightened importance, either epiphanies, moments of intense glee or unusual insight, or moments in which things go intensely but meaningfully wrong" (Hochschild, 1999: 4), where potentially imagined meaning or significance are given to events (Hochschild, 1999; Lamont and Swidler, 2014). Turning points such as a change in personal path often related to personal identity development (Hemingway and Starkey, 2018) and a momentous turning point "a seismic shift in personality, through a re-evaluation of the

individuals' personal values" (Gotlib and Wheaton (1997: 1) from Hemingway and Starkey, 2018: 875), also offer an exciting perspective on memorable moments.

The findings section revealed in part through that the use of critical incident techniques (Chell, 2004; Flanagan, 1954), and the exploratory and open nature of thematic analysis (Braun and Clarke, 2006; King, 2004), several incidents on the social intrapreneurial journey that the interviewee chose to recount. These memorable moments often include descriptions of inflexion points in the trajectory of the social intrapreneurs career paths, the start of a new direction for the social intrapreneur or vivid descriptions of notable positive and adverse events. These are organised thematically in the findings 4.4.3 and illustrated in Appendix W.

The memorable moments were thematically grouped relative to the process of social innovation and then studied based on their tensions and navigation content including their interplay with the demographics (e.g. formality, longevity and hierarchy of the role of the social intrapreneurs). The resultant findings illustrated asymmetries of experience of tensions and enactment of navigations associated with role formality and the social innovation project stage. An overview of these is given in Table 22 and a more graphical representation in Figure 26. A note of caution is that the descriptions of critical incidents often highlighted in accounts catalysed by CIT, experience the methodological limitations of interviewing techniques in general and the challenges retrospective recall of events, these limitations discussed in 5.5.2.

As briefly discussed in the findings section, the process of social innovation is evident in many of the interviews. These innovation stages included ideation, prototyping, piloting, scaling or failing, and inflexion points along the social innovators' path. Furthermore, there were mentions of "failing fast" and concepts of "lean start-up" (Ries, 2011) utilised by the social intrapreneurs on their journey.

These empirical observations are consistent with the extant literature on the process of innovation, and the process of social innovation, e.g. generate ideas, develop prototypes and pilots, assessing, scaling up and diffusing good ideas (Adams et al., 2012; Bessant and Tidd, 2007; Mulgan, 2006; Perry-Smith and Mannucci, 2017; Ries, 2011). As an example, the ideation sequence is was recounted by Int15. (p214 section 4.3.1.3), resembles the idea journey "idea generation, idea elaboration, idea championing, and idea implementation" (Perry-Smith and Mannucci, 2017).

The findings in this research do not appear to differ notably from extant discussions on the process of social innovation when considered at a macro level. A representation of the process of social innovation overlaid with tension and navigations findings from this study is shown in Appendix Z.

The interplay of role formality and tensions and navigations during social innovation

This section positions the findings of asymmetries of tensions and navigations related to the interplay of role formality contextualised within the extant literature. The asymmetries are described relative to their position in the process of social innovation.

When starting a social innovation, e.g. idea generation, idea elaboration, idea championing, and idea implementation (Perry-Smith and Mannucci, 2017), the empirical findings indicate an asymmetry related to role formality of the social innovator and the enactment of navigations. Section 4.4.4.1, it is observed that formalised social innovators tended to utilise more straightforward pathways to initiate organisational support. They were often transitioned from idea generation to framing the proposal and idea championing, directly pitching or requesting management and organisational support (Antoncic and Hisrich, 2001; Globocnik and Salomo, 2015; Hornsby, Kuratko and Zahra, 2002; Sonenshein, 2016). Alternatively, or often in conjunction, using reputational capital (Ocasio, Pozner and Milner, 2020) or past credibility (De Clercq and

Voronov, 2009, 2011), to gain visibility and legitimacy for funding and sponsorship.

Social intrapreneurs with non-formalised roles in the empirical data sometimes tended to take a different path when going from idea generation to gaining organisational or management legitimisation. These included stealth and bootlegging for idea elaboration (Augsdorfer, 2005; Criscuolo, Salter and Ter Wal, 2014), followed in some cases by less orthodox approaches of ignoring formal structures to further elaborate ideas and promote idea implementation (Globocnik and Salomo, 2015). These were often through external legitimacy generation, such as competitions and innovation tournaments (Salter, Criscuolo and Ter Wal, 2014). In many cases, winning an external competition or the legitimacy offered by coalitions and movements gave visibility and legitimacy to get sponsorship and funding. This description reiterates the dis-embedding power of innovation tournaments (Salter, Criscuolo and Ter Wal, 2014). Furthermore, these approaches bypass more traditional and formal communication channels to convince management and leaders of their ideas' benefit (Globocnik and Salomo, 2015). Often for non-formalised social intrapreneurs in this study, these communications channels were not clearly defined.

Although extant literature describes path dependencies in innovation, they are often applied to intrapreneurs and institutional entrepreneurs' actions. Within the literature, behaviours suggest that innovation formality has an enabling effect by increasing intrapreneurial self-efficacy. On the other hand role formality also adds increased probability of the innovator constrained by formal structures when enacting innovation (Globocnik and Salomo, 2015), thus reducing deviant innovation even in those with risk propensity (Globocnik, 2018). It is believed that these phenomena have not been previously studied related to social innovation in for-profit organisations. This study's exploratory empirical results related to social intrapreneurs appear to illustrate the more formalised innovators appear enabled through both formality and social capital

to legitimise personal projects through management or organisational pitching. In contrast, non-formalised social innovators have a tendency toward a more circuitous path of initially generating legitimacy by less direct means before engaging with managers and the organisation.

For mid-stage social innovations, memorable moments often contained details discussions of frustration with the political complexity of social intrapreneurship in a large organisation with a for-profit agenda (Gallagher, Porter and Gallagher, 2019; Mintzberg, 1985; Phipps and Prieto, 2015) or the constraints that processes and structures exhibited on the social intrapreneurial efforts. At times these lead to frustrations, e.g. with the middle manager tundra, or confrontations. These more often were shown to occur in interactions between more formalised social innovators and the organisation. Further study will be needed to understand this asymmetry, beyond unsubstantiated speculation of participants expectation and entitlement may be factors in this situation.

For late-stage social innovations, the most significant memorable moments were related to decisions to exit the organisation. Organisation both role and organisational exit has been considered in the literature (Grayson, McLaren and Spitzeck, 2014a; Rodrigo and Arenas, 2007). This is illustrated in the findings, where around half of the sample left their role within two years of the interview. In their work on intrapreneurs, Dovey and McCabe (2014) discuss process tensions that constrained the exercising of their unique skills and exhausted personal energy resources, leading to all of their sample resigning within two years of taking on the role. The article indicates that individuals could not maintain the energy and creativity required to navigate the political challenges to innovation (Dovey and McCabe, 2014). This example shows similarities with this research study, where the five cases indicate excessive fatigue, described by vivid and emotional critical incidents, suggested by the interviewees to be a form of burnout. Burnout relatively recently defined (Saunders, 2019; United Nations WHO, 2020), has not formed a nexus of social intrapreneurial study beyond anecdotal practitioner accounts. This research's cases formed further

insight into possible links between role formality and tensions and navigation since all five cases emerged from the formalised social innovator subgroup. This topic may be a fruitful area for future investigation.

A further asymmetric specific to the formalised social innovators were other causes of leaving roles. Not all critical incident discussions discussing leaving roles were directly related to fatigue, some being motivated by formalisation changes of roles with time generating and amplifying tensions and some being motivated by wanting to work directly with beneficiaries (four cases) rather than 'for' the beneficiaries and avoiding the political complexity of the for-profit organisation (Saebi, Foss and Linder, 2019).

The choice of leaving roles illustrated a non-uniformity within the findings. Approximately half of the sample changed position in two years of the interview. At a more granular level, it was observed that formalised social innovators appear to have a higher tendency for burnout and leave and join a non-profit or become social entrepreneurs, based on this study's limited and purposeful sample.

Discussion of the asymmetries in paths of social intrapreneurs

This section discusses both the possible sources of asymmetries in social intrapreneurs' paths and how the extant literature relates to these.

The asymmetries described may result from differing cultural and structural constraints, which require different or asymmetric choices of enablements, indicating the navigational choices social intrapreneurs make when they envisage their projects within their own unique subjective (purpose, values, goals) and objective (processes, capabilities and structures) within the broader interplay of culture, structure and agency (Archer, 2003).

Roles with acceptance and formalisation of Social innovation efforts

Drawing on the findings, section 4.4.4, formalisation of role expectations appeared to imbue some legitimacy on the social intrapreneurs. This role-based legitimacy

seemed to encourage the social intrapreneurs to frame their social initiatives more explicitly to the organisation and managers. The intrapreneurship literature indicates that role formality positively affects intrapreneurship by increasing the intrapreneur's self-efficacy (Globocnik and Salomo, 2015) intrapreneurs experiencing increased formalisation of the R&D process reduce their bootlegging activities. This response is thought to reduce their project's risk of being deemed illegitimate (Crisciolo, Salter and Ter Wal, 2014). The findings indicate that for formalised social innovators, there is a preference for direct engagement with managers and the organisation, leveraging their past credibility. From this engagement, a cycle of legitimisation may be set underway in many cases. When a manager supports idea or initiative, it creates a signal of legitimacy, making it a safer project for organisational members to work on (Sonenshein, 2016), if resources follow the indications of support, i.e. signs and actions aligned reinforces the legitimacy of the initiative. With alignment between a manager's words and deeds promise-keeping, and espoused and enacted values (Li, 2017; Simons, 2002). This behavioural integrity (Simons, 2002) of managers was empirically observed in how managers engaged with social intrapreneurs in section 4.2.2.5.

An assumption might be that formalised social innovators may have fewer tensions in instigating their projects. This assumption appears an oversimplification since the easier organisational and managerial legitimisation of projects seems to result in more frequent tensions related to metrics (non-social), incentives, processes and controls. As in the case of Int. 04, who was a had acceptance and formalisation of social innovations in their role:

"There's two barriers. And interestingly, it's probably the two words, social and innovation. Organisations already have a challenge, there's already barriers to innovation even if it had no social element in terms of actually trying to grow that, build that, bring that into the organisation". Int.04, p4.

Constraints for the formalised social innovators are illustrated for Int. 11 and Int. 19; both are having formal P&L responsibilities and revenue goals for their

projects. The exposed and visible nature of the early legitimised project implies increased adherence within the boundary of organisational processes and rules. This situation results in the necessary justifications and re-justifications, and many of the interviewees held perceptions they were held to higher metric and performance standard than non-social innovations (Globocnik, 2018; Globocnik and Salomo, 2015). Finally, in the findings, there is dynamic nature of formalisation of social innovation, change external and internal to the organisation (market, leaders, regulations, politics) can act as a perturbative factor in the formalisation of roles. In some cases, a reduction in formalisation of roles led to seven formalised social innovators, in at least three different organisations, to choose to leave the organisation.

Proxy formalisation

Before considering non-formalised roles or ad hoc social innovators, there is an organisationally generated navigation of legitimacy that acts as a proxy for formalisation as described in section 4.3.2. This generic organisational formalisation of social innovator activity is through vehicles such as free time for innovation, open innovation labs or innovation garages, and explicit calls for shared value initiatives. This proxy form of innovation indicates management support for not only the R&D team works on innovation, and not only the CSR team works on social action (Schmitz and Scheuerle, 2012). The proxy formalisation gives some legitimisation to autonomy and work on discretionary projects, time availability, and more fluid organisational boundaries.

Non formalised roles

Within the grouping of interviewees who did not have formalisation of their role (as social agent or innovator), there was increased use of navigations of concealment (especially hiding and shrinking) of the social intrapreneurial effort. This concealment was mostly in the early stages of the initiative and was more emphasised than in more formalised roles. Secondly, the non-formalised roles utilised the outputs and results of bootlegging, to act as a path to internal legitimacy. Often bootleg or stealth generated outcomes of prototypes, competition wins, and awards were used to gain management and

organisational acceptance and support. Competitions, coalitions and movements were used to achieve additional aims: legitimise through recognition and gain coaching and mentoring on the action. Often the non-formalised social innovators can lack reputational capital (Ocasio, Pozner and Milner, 2020). Reitzig and Sorenson (2013) observe that low social capital with the group evaluating and legitimising ideas (e.g. managers) may undervalue innovation ideas.

A simplified summary of pathways discussed, resulting in role formalisation and types of navigations taken is shown in Figure 26.

The effects of hierarchical diversity did not exhibit any clear thematic groupings in this research with respect to a moderating influence of hierarchical position on tensions experienced or navigation types enacted. This observation could be due to the sample selected, the method of data collection (e.g. how the semi-structured interviews evolved) or a lack of strong influence of hierarchical position on tensions and navigations in social intrapreneurs recounting of their challenges and mitigation.

Based on hierarchy being associated with attributes of *power*, *legitimacy*, and *urgency* (Mitchell, Agle and Wood, 1997) it may be expected that hierarchy would play a role in autonomy and discretionary decision capability and time, and gaining of management support (Schmitz and Scheuerle, 2012).

Hierarchical influence, however, was not observed within the study sample.

However, a secondary observation related to hierarchy were the asymmetries between managers, professionals and hourly-paid workers in the sample.

Hourly paid worker not being present in the sample and there being approximately equal numbers of professionals and managers being represented in the sample. As discussed earlier this could be due to the how the sample was selected, or it may be the result as indicated by Int 58. and Int 60. that hourly paid employees have a lesser discretionary range in their work tasks. A targeted sample and data collection to investigate the proposition that

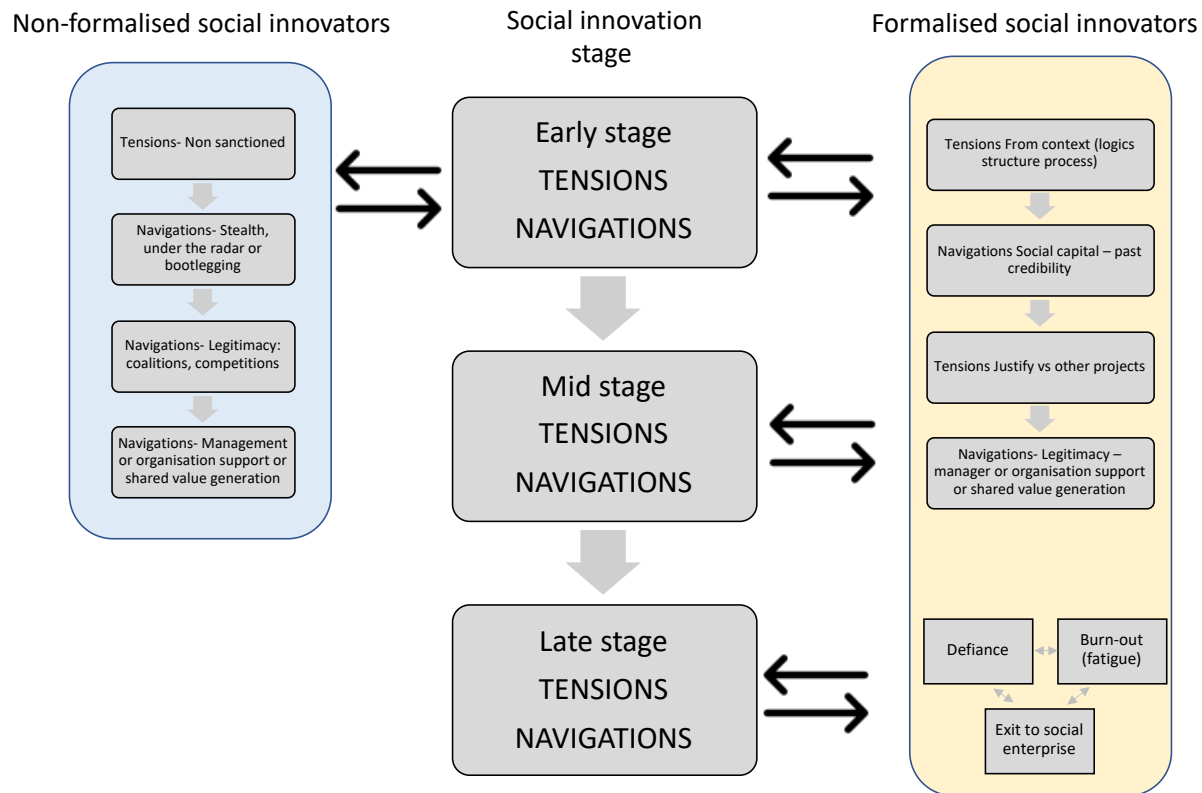
hierarchical position influences tension and navigation type experienced and utilised by social intrapreneurs would be of interest for future work.

Hierarchy did play a part in two other elements of the findings, motivation, distribution of the sample and tensions related to middle managers. The social intrapreneurs in the sample, which indicated a motivation to create more impact, appeared to be from the hierarchy's professional and technical levels. This observation contrasted with those who articulated their motivations as saving the world or altruistic values. Furthermore, it only appeared to be the technician level in the sample who considered the engagement in social intrapreneurial activities to be motivated by career development, indicating that it might get them noticed.

"if you're on a cool or an unusual project. You can leverage that into another role or a promotion." Int.09, p41.

The final impact of hierarchy was the absence of middle manager "tundra" Int. 31, p38 issues of tensions when the participant was at a director level or above.

Figure 26 A summary of pathway asymmetries based on role formalisation



This research presents a unique perspective, by considering the role formalisation of the social intrapreneur within MNCs and the moderating influence this may have on the tensions experienced and enactment of navigations within social innovation projects. Based on an exploratory sample of diverse social intrapreneur role formalisations it appears role formalisation creates thematic asymmetries, of types of tension experienced and the navigations social intrapreneurs choose to enact to address these tensions. These are detailed in Table 22. and graphically represented in Figure 26. In their purpose and mission to execute social innovation, social intrapreneurs create different path dependencies based on a composite of structural and individual constraints and enablements in their pursuit of delivering social value.

Contribution 3

Social intrapreneurs, although covered by one generic label, embody many dimensions of diversity. This study illustrates that variations in role formality, with respect to expectations of social action and innovation, are associated with how subgroups of social intrapreneurs experience tensions or enact navigations to pursue social value generation within existing MNC.

5.3.5 Summary of discussion

Within this discussion section, the findings have been placed in the context of the extant literature enabling contributions from this research study to be identified. The key topics that have been developed through this study are a framework of salient tensions experienced by social intrapreneurs in MNCs, a typology of tensions indicating the dynamic form and nature of tensions experienced by social intrapreneurs in MNCs, a framework of navigations experienced by social intrapreneurs in MNCs and an exploratory finding of path dependencies of experienced tensions and enacted navigations based on role formality with respect to social action and innovation. Additional insights into

social intrapreneurs' diversity, the complex interplay of tensions and navigations, a perspective on the positive and negative connotations of social innovation and navigations have been explored.

The topics explored, the extant concepts and links to findings are summarised in Table 24.

Table 24 Summary of the outcomes of the research

Topic	Extant Literature	Empirical study has contributed
Tensions experienced by social intrapreneurs	Multi domain literature contributing theories and frameworks of tensions, with no single field or theory base specific to the social intrapreneur	A framework of salient tensions experienced by a purposeful sample of social intrapreneurs in MNCs
		An observed typology of tension natures and forms
Navigations enacted by social intrapreneurs	Multi domain literature contributing theories and frameworks of navigations, with no single field or theory base specific to the social intrapreneur, with emerging literature on darker side of social innovation and social agents	A framework of salient navigations enacted by a purposeful sample of social intrapreneurs
Navigation complexity		An observed complexity of tensions and navigations enacted by each social intrapreneur in the execution of social innovation
Navigation paradoxes		An observation of navigations that enable and others generate news tensions
Diversity of social intrapreneurs	Articles on the rich and complex theoretical backgrounds that contribute to social intrapreneurs (CSR, intrapreneurs, activists, institutional entrepreneurs, social entrepreneurs)	Diversity in the purposeful sample Social action Industry type Role (formality, longevity, hierarchy) Background (CSR, innovator, ad hoc)
Incidents and memorable moments	Magnified moments, turning point and momentous turning points. The use of critical incident theory	Thematic groupings of which memorable moments or incidents social intrapreneurs recounted, which lead to a pattern of navigations and tensions that illustrate dependencies on social and innovation role formality
Patterns of navigations and tensions observed with role formality	Intrapreneur and institutional entrepreneurship literature indicates path dependencies on innovation, however this appear not present in the social intrapreneurship literature	Patterns of navigations and tensions observed with different role formalities, when considered in context of the process of social innovation in MNCs

5.4 Contributions and implications to theory and practice

For-profit businesses, especially MNCs, are increasingly crucial contributors to social innovations as the concept of business in society evolves. Of the three categories of social actors identified by Tracey and Stott (2017), there is a deficit in social intrapreneurship studies, potentially hampering, much needed social innovation development within existing organisations. The detailed characteristics of the challenges and barriers that an individual social intrapreneur must overcome, and the mechanisms used to navigate these, have not been widely considered in the academic literature. Overlooking opportunities to utilise the significant global reach and resources (physical, momentary and intellectual) that MNC command, is neglecting the possibility of extraordinary social impact. Although social intrapreneurship is not yet a field of study, it forms a critical element of contemporary social innovation studies.

The adjacent literature that discusses the individual social entrepreneur and institutional entrepreneur and CSR professional is significantly more developed than that of the social intrapreneur. A frequent assumption is that this literature can fully characterise the social intrapreneur. It is believed that this presents a gap in potential understanding and knowledge of the social intrapreneur. This research addresses this gap by suggesting that concepts may be similar; however, their detailed manifestations are specific to the type of agent of social change. There are few empirical studies of social intrapreneurial tensions and navigations from the social intrapreneur perspective and less where the agency is within an MNC context. It is believed that this research answers in part the call for additional research:

"a key avenue for future research would be to understand how social intrapreneurs depart from 'business as usual' and navigate the path-dependencies of profit-maximising organisations despite institutional pressures."

(Alt and Geradts, 2019: 4)

This research provides an enhanced understanding of the emerging definition of social intrapreneurial actions in MNCs.

This section is organised first to summarise the proposed contributions to theory, followed by a broader consideration of the implications to theory of this study. This section is followed by a discussion of contributions and implications to practice and policy.

5.4.1 Theoretical contributions

This research has focused on the tensions and navigations experienced and enacted by social intrapreneurs in for-profit MNCs. The research has revealed the complex and frequently paradoxical environment that social intrapreneurs inhabit. The social intrapreneur is both the focus and the unit of measure of this study. This study centres on the human tensions and navigations of social intrapreneurs while positioning the social intrapreneur in the multi-disciplinary academic literature field. It is proposed that this thesis may make the following three contributions to organisation studies of social intrapreneurs:

5.4.1.1 A framework of tensions for social intrapreneurs in MNCs

The extant literature has descriptions of tensions that social intrapreneurs and other social and innovation actors experience, unfortunately, this is fragmented by actor type and context; there is no single perspective of tensions that social intrapreneurs experience. This exploratory research through textual analysis of semi-structured interviews has synthesised themes of tensions experienced by social intrapreneurs in for-profit MNCs. These themes align with many of the fragmented theories, models and concepts within the literature; however, this study places them in the social intrapreneur context.

The thematic structure synthesised from the study provides a proposed framework of tensions. Tensions are considered through an anatomical dipolar model as conflictions of Logics, Values, Structures, Processes and Individuals,

specific to social intrapreneurs in for-profit MNC. This framework is shown in Table 25.

Contribution: 1

Utilising an exploratory inquiry, with a purposeful sampling of social intrapreneurs, this research proposes a multilevel framework of salient tensions resulting from conflictions of field logics, values, structures, process, and individual to individual.

Table 25 Framework of tensions experienced by social intrapreneurs

Master themes	Constituent themes
Field logic 1 vs Field logic 2	Dogmatic business logic vs social logic
	Co-existing business logic vs social logic
	Social field logic 1. vs social field logic 2
Organisational values vs individual values	Pro-social individual vs non-social organisation
	Pro-social individual vs pro-social organisation nonaligned
	Non-social individual vs pro-social organisation
Organisational structure vs social intrapreneur	External facing structures vs social intrapreneur
	Hierarchical structures vs social intrapreneur
Organisational process vs social intrapreneur	Functional processes vs social intrapreneur
	Metrics vs social intrapreneur
	Incentives vs social intrapreneur
Leader/Manager vs social intrapreneur	Leader vs social intrapreneur
	Manager vs social intrapreneur
Social intrapreneur vs self	Purpose vs Career
	Marginalisation from the collective
	Bandwidth for intrapreneurial activity vs other activity

Source: *This study*

This study provides a framework in which to consider the tensions experienced by social intrapreneurs. The proposed framework centres on the social intrapreneur within the context of extant literature. Acting as a structure for the literature relative to the social intrapreneur on: plural field logics (Block and Kraatz, 2008; Jay, 2013; Mair, Mayer and Lutz, 2015), conflicting personal and organisational values (Dabic, Potocan and Nedelko, 2017; Hemingway, 2005, 2013; Hemingway and Maclagan, 2004), structural and process tensions in organisations (Antoncic and Hisrich, 2001; Kistruck and Beamish, 2010), and tensions of individuals and identity formation (Creed, DeJordy and Lok, 2010; Kisfalvi and Maguire, 2011; Sharma and Good, 2013), to inform tensions for the framework of social intrapreneurs tensions.

5.4.1.2 A framework of navigations for Social intrapreneurs in MNCs

Similarly to tensions above, the extant literature has incomplete frameworks describing navigations and no complete frameworks to describe those with which social intrapreneurs enact. This empirical study proposes a framework of navigations enacted by social intrapreneurs in MNCs. It is believed that this contribution may enable further discourse and understanding of navigations (including reactions, responses) of social intrapreneurs. Potentially providing a foundational framework on which navigations can be further investigated. The framework is shown in Table 26.

Contribution: 2

Utilising an exploratory inquiry, with a purposeful sampling of social intrapreneurs, this research proposes a framework of navigations that are enacted to mitigate tensions. The framework is formed of legitimacy generating, defiance, avoiding, compromising, acceptance navigations.

Table 26 A framework of navigations enacted by social intrapreneurs

Master theme	Constituent theme (notes in parentheses)
Legitimising the effort (note this is also exposing the work)	Message framing and shared value generation
	Use of past credibility, the legitimacy of past performance
	Individual legitimacy (new legitimacy, sponsorship)
	Group legitimacy (new legitimacy, Coalitions, Movements)
Avoiding notice of the effort	Stealth (conceal, partial conceal, shrink)
	Removal (from the situation)
Confrontation	Dis-embed from context (at the start)
	Defiance along the way (before, during, after)
Compromise	Finding some middle ground
Acceptance	Accepting the status quo
Navigations by the organisation	
Legitimise	Framing and Shared value generation
	Formalise (strategy, budget, P&L, team, time)

The proposed framework unifies navigations and responses from fragmented pieces of literature, into a framework, specific to the social intrapreneur. The literature on institutional actors such as groups and coalitions (Battilana and Casciaro, 2013b; Dorado, 2013), dis-embedding of institutional agents (Battilana, Leca and Boxenbaum, 2009; Dorado, 2005; Garud, Hardy and Maguire, 2007; Greenwood and Suddaby, 2006), the responses of social entrepreneurs (Smith and Lewis, 2011) and the literature of responses of social intrapreneurs to specific organisational tensions (Grayson, McLaren and Spitzeck, 2014a; Hemingway, 2005; Rodrigo and Arenas, 2007), all contribute to the understanding of the framework of navigations. The framework draws on frameworks of responses and reactions to strategic, institutional, organisation and management tensions, demands and pressures shown in Table 6.

5.4.1.3 An exploration of tensions and navigations relative to the formality of role

Social intrapreneurs, although covered by one generic label, embody many dimensions of diversity. This study has illustrated with a modest sample gathered through snowballing technique that the label social intrapreneur embodies, diversity of industry, social action, formalisation of social innovator role, hierarchy, role longevity, and geographic location.

By combining the foundations of contributions 1 and 2, with incidents being recounted by participants of moments in their process of social innovation, this study explores that variations in role formality relate to asymmetries in how social intrapreneurs experience tensions and enact navigations. In their pursuit of social value generation within existing MNCs, social intrapreneurs devise navigation paths based on their personal projects and organisational context (structure). An exploratory representation of the asymmetries experienced within tensions and navigations by formalised and non-formalised social intrapreneurs is shown in Figure 26.

Contribution 3

Social intrapreneurs, although covered by one generic label, embody many dimensions of diversity. This study illustrates that variations in role formality, with respect to expectations of social action and innovation, are associated with how subgroups of social intrapreneurs experience tensions or enact navigations to pursue social value generation within existing MNC.

This contribution embodies a number of the exploratory findings related to social intrapreneurs, their diversity, incidents within their process of social innovation and finally the path asymmetries that are apparent when considering social intrapreneurs based on their role formality with respect to social innovation within their organisation.

As summarised in Table 24, there are additional research outcomes beyond the three contributions to knowledge discussed above. These include:

- The positioning of the social intrapreneurs within discussions of paradoxical tensions, and a proposed typology (etiologically based) description of tensions
- The consideration of a navigation as both a mitigation path but also as a tension generator
- Observations of the dynamism of role formalisation and its generative capabilities with respect to tensions
- The social intrapreneur used as a broad label, encompassing an actor with a diversity of social action, role (hierarchy, longevity, formalisation relative to social innovation) and background (CSR, intrapreneur, innovator, ad hoc, social entrepreneur)

5.4.2 Theoretical implications

The social intrapreneur and social intrapreneurship is not a distinct field of study in its own right, therefore developing an understanding of the social intrapreneur draws from many kinds of literature and theories as discussed earlier in this thesis.

This study has illustrated through a purposeful sample that a social intrapreneur label describes actors with a diversity of industry, social action, formalisation of social innovator role, hierarchy, role longevity, and geography. This diversity is compounded by the social intrapreneur having roots in the fields of CSR, innovation, intrapreneurship, (social) entrepreneurship, activism and institutional entrepreneurship.

This research adds to the literature by reiterating prior work that shows the label 'social intrapreneur', embodies many dimensions of diversity in the population that use this label. The diversity and complexity presented in the social intrapreneur background illuminate some of the challenges social

intrapreneurial studies confront. When social intrapreneurship is often depicted in academic literature as ill-defined, contested, and fluid, it is unsurprising given the multi-faceted foundations contributing to the knowledge of the social intrapreneur. Furthermore, it is equally unremarkable that with this level of ambiguity in constituents and definitions, social intrapreneurship has not yet formed a distinct field of academic knowledge.

This study has clarified the descriptions of social innovation agents within existing organisations, reiterating that the multiple labels of CSE, CSI and social intrapreneur are synonymous (Austin and Reficco, 2009; Feraru, 2018; Mirvis and Googins, 2018; Spitzeck et al., 2013). Furthermore, this study has discussed the conceptual model of social intrapreneurs as being more than the intersection of SR and innovation, but having elements of CSR, intrapreneurship, social entrepreneurship, institutional entrepreneurship and activism in their constitutions.

This research takes a social intrapreneur centric view before considering the other identities the actor may embody (manager, engineer, innovator, CEO). This stance contrasts with many articles that consider the manager, engineer, innovator, innovation, or social impact and then whether there is a social intrapreneur facilitating the initiative. Articles in practice have considered the social intrapreneur centric view; however, frequently focus on the anecdote or the hero and not an assimilation of mechanisms and actions.

This research's implications shed some empirical light on social intrapreneurs in MNCs and the tensions and navigations with which they engage. Navigations and tensions form part of the mechanisms that social intrapreneurs utilise in their pursuit of social value generation in for-profit organisations, that are "not fit for [the] purpose" of social intrapreneurship (Alt and Geradts, 2019). Through this simple exploratory study, it is clear there is much more to be researched to uncover sets of mechanisms that researchers of social intrapreneurs can utilise

to build a picture of how this important social actor can act in the for-profit context.

The implications of the exploratory contributions that illustrate asymmetries in how different role formalities tend to experience unique paths of tensions and navigations is a useful entry point into the segmentation of further studies. This contribution is far from comprehensive; however, it suggests many avenues of further research into these path dependencies, based on factors determined by the social intrapreneurs context. The asymmetries in navigation paths imply that future studies of social intrapreneurs' mechanisms need to be cognizant of the social intrapreneurial individual's background and expectations within their context, since this in part may determine their actions, challenges and responses to those challenges.

The second implication of social intrapreneurs' diversity in conjunction with the complexity shown in navigation paths (section 4.4.4.4) is that each social intrapreneur constructs navigations' patterns unique to their context. This blend of responses based on skills and challenge is reminiscent of the bricoleur (Halme, Lindeman and Linna, 2012). The uniqueness of each social intrapreneur path being influenced by context presents methodological challenges for future knowledge generation; presenting hurdles to building coherent knowledge and generalisable theories beyond the individual case. However, this situation also suggests that the unique envisagement on personal projects and paths to mediate structure, agency and cultural factors (Archer, 2003; Karlsson, 2020), may provide a fruitful construct for future research.

The paradoxical nature of navigations, and the favourable and unfavourable connotations they exhibit, have broader implications for future research. In literature, the social entrepreneurial effort is often portrayed as heroic (Ruebottom, 2013) and their efforts to overcome barriers as "just". Similarly, social intrapreneurs are implied to be the agents of the good (Grayson, McLaren

and Spitzeck, 2011). The empirical finding that navigations exhibit both positive and negative connotations simultaneously (section 5.3.3) and this adds to existing questions in the literature on the veracity of the perspectives of social innovation effort as always positive (Bacq, Hartog and Hoogendoorn, 2016; Brandsen et al., 2016; Fougère and Meriläinen, 2021; Larsson and Brandsen, 2016). Conclusions on both paradoxical and generative navigations are beyond this exploratory study's intended scope and literature foundations. However, there is an exciting area of future inquiry regarding the types and implications of navigational paradoxes and positive and negative impacts of navigations and the social intrapreneur's role.

A less direct implication of this work is the etiological consideration of the thematic analysis of tensions to describing "how tensions are" e.g. their formation and capability to evolve. This emergent typology of tensions is proposed with descriptors dealing with natures of tensions (Anchored, Transitional, Generative), which describe the tensions longitudinally, and the form of tensions (ideological, structural, processual) which characterise the dipolar formation. Although derived from observations solely related to MNCs' social intrapreneurs, these descriptors create a tension description vocabulary. It is believed that this offers a flexible and descriptive frame to compare tension distributions in two coordinates; however, further development will be required to merit academic contribution.

5.4.3 Contributions and Implications for policy and practice

As the world becomes more complex and needs continuous social innovation, leaders and organisations alike seek to enhance the capability to deliver social value. Beyond Non-profits, NGO's and government efforts, the for-profit sector offers opportunities for social value generation. The multi-national organisation is no exception, and social intrapreneurs in these organisations offer to unlock significant potential from reach and resources to deliver social impact.

The contribution of path dependencies on role formality highlights both previously little considered aspects of formalisation of roles and how this formalisation level results in social intrapreneurs envisaging and executing their social innovations, within the boundaries of their existing organisations and institutions. This research suggests, socially innovating in an MNC environment is challenging (as shown by the long list of tensions from contribution 1) but is also complex, as demonstrated by the different paths social intrapreneurs may take. There is no one answer to the practical question of "how might we generate more positive social impact?" asked by social intrapreneurs, policymakers and enlightened organisational leaders. However, with knowledge of this complexity, social intrapreneurs and MNCs alike may choose to modify the expectations, support and design of social intrapreneurial efforts.

This academic research was undertaken, in part, as a result of an interest in developing tools that may aid social intrapreneurs and organisations wishing to generate social impact in practice. There is potential that this study may guide social intrapreneurs to recognise tensions, navigations and potential implications of both reaction and response choices. Providing an initial map, for the social intrapreneur, built on other's experiences and perceptions. It is believed that the outcome of the methodological combination of critical incident technique in combination with semi-structured interviews of the cases, creates a rich texture and understanding of significant events in a social intrapreneurial journey. This activity transforms the flat examples of tensions and navigations into vivid and rich constructions of how they play out in empirical settings. The richer accounts highlight political frustrations of the large organisation and the personal challenges. Secondly, the vivid accounts enable a more engaging practitioner engagement with this study's material (section 5.4.3), and the richness of material has contributed to dissemination outlined in Appendix A. Critical incident technique contributes to the vividness of the findings on tensions and navigations, whilst contributing further empirical examples to the discourse on memorable moments. Although there are many contributions to practice that could be extrapolated from this research, the following section is limited to only

those directly linked to the research findings and have current or planned dissemination.

5.4.3.1 Tools to understand tensions and navigations for the social intrapreneur in for-profit MNC

This study provides evidence-based, thematic frameworks describing both tensions that a social entrepreneur may experience and navigations that fellow social entrepreneurs have employed. Based on the sample in this study, the contribution is relevant for social intrapreneurs in for-profit MNCs that are North American or European based.

Although there are many vignettes, personal stories and stories of heroic social intrapreneurial activity within practitioner literature, there are few evidence-based frameworks for the practitioner. The frameworks of tensions and navigations enable the practitioners; social intrapreneurs or business leaders interested in inspiring intrapreneurs, placing the activities within a context of potential barriers and mitigations of those barriers. This research can help practitioners comprehend that success and failure will not be easy to define. Some effects of their actions can be seen as paradoxical outcomes that are good for the mission but bad for business.

Frameworks from this work have been used in consulting and development experiences with relevant audiences detailed in Appendix A. These audiences include social intrapreneurs and potential social intrapreneurs, executives of MNCs aiming to encourage intrapreneurial efforts, and non-profit organisations focused on the coaching and development of social intrapreneurs in the for-profit sector. Feedback from these engagements has been utilised in testing the contributions of this study in practice.

Developing the social intrapreneur in practice

Material and methods developed in this study have contributed to developing social intrapreneurs in practice through two primary avenues. The first is the production of training materials for Impact hub (Geneva), Impact hub

(Lausanne), Impaq.io, International Union for Conservation of Nature (Geneva) and WeValueNature (an EU funded coalition), and (three) MNCs. Secondly, advice and guidance have been provided to both the Aspen Institute and the Yunus institute on research methods for investigating different social intrapreneurs populations.

Aligning recruitment and personal purpose

A zeitgeist within industrialised nations is that an increasing number of the workforce has a desire to find roles that enable them to include social purpose while having a career (Davis and White, 2015; Grayson, McLaren and Spitzbeck, 2014b; Hemingway, 2005; McGlone, Spain and McGlone, 2011; Mirvis and Googins, 2018; Pelosi, 2018). The findings in this work and the importance of aligned social values have contributed to hiring managers, human resource professionals and individuals need to ensure that both the organisation and the individual have a pro-social value set, and importantly, that the stance is aligned between organisation and individual. This understanding can be utilised as a more effective recruiting of purpose motivated employees, contributing to both more effective and matched recruitment and retention. The researcher has conducted an initial engagement (with an executive coaching business) to develop this concept as a practitioner tool, focusing on aligning personal purpose and organisation values.

Diversity, inclusion and exclusion

Throughout the study, observations were made of inclusion's contradictory outcome, creating an unintended generation of exclusion. The creation of coalitions or initiatives for marginalised or underserved populations in both organisations and communities can lead to the exclusion of others; with resultant development of tribalism, and the generation of new tensions. With the increasing engagement of for-profit businesses in sustainable development goals (Ali et al., 2018; United Nations, 2019), promoting social and economic inclusion is a seemingly positive initiative. This work contributes a saliency of the potential of negative connotations from these actions; it is hoped to minimise these negative and counterproductive outcomes through this

foresight. The dissemination of this contribution is via the engagements highlighted in Appendix A and brief engagements with three MNCs.

Implications to public sector and policy

Since this study is focused on private sector contexts (for-profit MNC) and private sector agents (social intrapreneurs), there is little direct contribution to practice in the public sector. However, a practitioner article is in working draft entitled "Policy and Corporate Intrapreneurs - Lessons from across the Divide" written in collaboration with (current and prior) members of staff of the World Economic Forum (WEF). The article highlights the parallels that can be drawn between policy and gov -preneurs (who wish to enact social innovation at a policy and government level) and social intrapreneurs, and how these may be leveraged to enhance the impact on communities of both policy and private sector initiatives.

In summary, this work has contributed to our understanding of social intrapreneurs through an empirical exploration of the tensions and navigations they experience, and specifically the nuanced patterns these tensions and navigations exhibit based on the social intrapreneurs role formality. The contributions are described in Table 27

Table 27 Contributions, advances and confirmations of this study

Domains of Contribution	Extent of contribution		
	<i>What has been confirmed?</i>	<i>What has been developed?</i>	<i>What has been found that is brand new?</i>
Theoretical Knowledge			
Empirical knowledge	Diverse nature of social intrapreneurs (Alt and Geradts, 2019)	<p>A proposed framework of tensions for social intrapreneurs in MNCs Contribution:1</p> <p>A proposed framework of navigations for social intrapreneurs in MNCs. Contribution:2</p> <p>Paradoxical nature Navigations for social intrapreneurs in MNCs</p>	<p>A typology of tensions, with <i>nature</i> and <i>form</i> of tensions.</p> <p>Exploratory relationships between role formality and tensions and navigations for social intrapreneurs in MNCs Contribution:3</p>
Methodical approaches			
Knowledge of practice	Diverse nature of social intrapreneurs (from various practitioner articles)	Paradoxical nature Navigations for social intrapreneurs in MNCs	<p>A proposed framework of tensions for social intrapreneurs in MNCs Contribution:1</p> <p>A proposed framework of navigations for social intrapreneurs in MNCs. Contribution:2</p>

In the sections that follow, there is a reflection on the research itself, the limitations of the study are discussed, and suggestions for further research that would develop an increased understanding of the social intrapreneur agent are proposed.

5.5 Limitations and reflections on the research.

Cassell and Symon (2004) encourage a critical appraisal research practice as an important element of research; consequently, this section considers the limitations of this study from three perspectives. Initially, the philosophical challenges and limitations of qualitative management research are discussed. Secondly, the limitations of both the methodological choices and the implications of these choices are reviewed. Thirdly, the limitations of the study's

execution both in data collection and data synthesis, including reflection on the researcher's role in the study, are developed.

5.5.1 Philosophical limitations

Qualitative management research encompasses a range of definitions and a variety of non-statistical research practices, resulting in challenges of clarity and in some cases credibility (Cassell et al., 2006; Johnson et al., 2006) and a need to recognise that qualitative research embraces a diversity of definition and diversity in how goodness is measured (Cassell et al., 2009). For example, Johnson et al. (2007) inductively generated eight different (but interrelated) ways of considering qualitative research from interviews with qualitative researcher stakeholders. Since qualitative research may occur within different epistemological, ontological positions, it can mean various things to different researchers (Cassell et al., 2009). There have been calls for a more permissive, pluralistic and reflexive approach to research evaluation that accepts difference and heterogeneity in qualitative research (Johnson, 2015).

In describing qualitative management research variants that have been derived empirically (Johnson et al., 2007), two of the variants appear of relevance to this research. The first of qualitative methods as understanding human behaviour (*verstehen*) with reflexivity on the researcher's part (Johnson et al., 2007; Johnson and Duberley, 2003), where it is recognised the researcher can not be a neutral observer. The second category is qualitative research as exploratory; since there is an element in constructing understanding within an under-researched, fragmented area, as a potential antecedent of further quantitative inquiry (Johnson et al., 2007).

In summary, qualitative management research is not a single, or clearly defined ontology or epistemology. In their article on methodological pluralism, Lamont and Swidler (2014) suggest there are no good and bad techniques of data collection; there are only good and bad questions and more robust and weaker ways of using each method. Within this fluid context to ensure "goodness" of

qualitative work, the researcher must exhibit sensitivity to context, rigour, transparency and coherence (Cassell and Symon, 2004). These insights have been applied to the following discussions of limitations.

Limitations of social-constructivism approach and the study sample

Within the bounds of this empirical study, a social constructivist approach to gathering knowledge has been employed. Additionally, the perspective is solely that of the social intrapreneurs, who are actors in this context. This research approach explores the salient (those experienced by actors) elements of tensions and navigations, investigating tensions solely as social constructions that emerge from actors' cognition. It is unlikely with this stance that tensions inherent in the context, i.e. latent tensions but not experienced by social intrapreneurs, will be surfaced (Smith and Lewis, 2011). The single-sided research perspective of the social intrapreneur (i.e. only seeing the situation from the social intrapreneur) results in potential limitations on the generalisability of the findings beyond the experience of the social intrapreneur.

5.5.2 Methodological limitations

This section considers the methodological limitations of the methods chosen for this research. The limitations are considered discussed in the order of the significant processes in this study, e.g. the literature chapter and the systematic literature review, data collection and ultimately, data analysis and synthesis.

5.5.2.1 Limitations of the literature chapter

The literature review chapter is a consideration of the literature at the moment it is executed, with the body of knowledge and context of that knowledge continuously evolving. The specific method used to review the literature was a systematic literature review. The goal is to create a systematic, transparent and evidence-based review of the extant literature relative to the review questions. Several limitations exist for this method, many based on the influence of the researcher in this method.

The researcher plays an essential role in the systematic process, defining search strings, inclusion/exclusion terms, quality appraisal, language selection. These can be influenced by researchers' pre-understandings (Ketokivi and Choi, 2014), researcher bias and errors. These limitations were mitigated, where possible, by ensuring both a broad set of search strings and inclusion of a broad set of literature. However, during the research and subsequent discussions, blind-spots (or missed opportunities) in the initial search strings have been highlighted around the inclusion of terminology in the initial search strings⁶, for example, a broader consideration of activism, political nature of social intrapreneurism, and bootlegging in existing organisations. Furthermore, increased diversity of wording around tensions and navigations would have further enhanced the SLR. This limitation represents the challenges of a systematic literature review process in a dynamic body of information, with the review process being guided and shaped by a salient but human researcher, and at an early stage of the research process.

A further limitation is that the SLR identified articles from heterogeneous fields, however, assessed them with a single set of criteria that may have led to the truncation of information. This element of the SLR process is where the researcher influence may have induced bias in inclusion/exclusion terms, quality appraisal, language selection, and even in search string selection. Mitigation of these issues is in part by reviewing each of the elements with other researchers, and transparency of inputs, process and outputs. Finally, any systematic literature review cannot be considered comprehensive due to time, database and language limitations but should be regarded as a systematic sample.

5.5.2.2 Limitations of the retrospective nature of interviewing

The retrospective nature of qualitative inquiry through semi-structured interviews requires participants to recollect past events, actions, responses and

⁶ The author wishes to thank Dr Hemingway and Professor Vinnicombe for insights into blind-spots and search string omissions.

feelings. The researcher accepts that the participants most probably developed narratives to make sense-make the situations they describe, before the interviews. In developing personal narratives, the participants had constructed coherent arrangements of events and outcomes to overcome conflicts with their identities and actions (Lamont and Swidler, 2014; Wright, Nyberg and Grant, 2012). The use of the critical incident technique was utilised to better frame and clarify events (Chell, 2004), and through the process of focus on a single incident to attempt to address the interviewees tendency to cross-link stories between organisations or different projects.

Despite precautions, the individual interview process gives insight to the situation as perceived by the interviewee retrospectively, without affording the researcher ability to reliably separate individual and the situation in the analysis (Lamont and Swidler, 2014). Utilising predominantly a single methodological approach, that of semi-structured interviewing, there is increased opportunity for methodological bias (Gill and Johnson, 2002) or that the researcher perceives order in the interview interpretation when there is none (Lamont and Swidler, 2014). As the interviews' intent is to focus on one participant's views at a time, there is a risk that the findings attribute field level findings and outcomes to individuals and vice versa (Lamont and Swidler, 2014). These limitations can be partly addressed by awareness of their potential; however, they form an inherent part of the semi-structured interview method.

5.5.2.3 Data analysis and synthesis

The data analysis centred around the use of a thematic analysis of text utilising a template analysis technique (Braun and Clarke, 2006; King, 2004). This technique (originally used in healthcare) has advantages and disadvantages related to its fluid and non-prescriptive approach. It is easy to implement and has a potential to generate new unforeseen data patterns and ideas (ideal for inductive and exploratory research) due to its unstructured form; however, there is little structure with respect to usage of the technique (Braun and Clarke, 2006; King, 2004; Nowell et al., 2017) especially in Business and Management Research (Waring and Wainwright, 2008). This lack of structure

contrasts with the deductive stance where the definition of the research itself sets boundaries on either the data collected or included (Gill and Johnson, 2002), however at the impact of constraining unforeseen insights.

Without a prescriptive framework, there are risks that the template analysis technique may result in an uninspiring flat output of counting codes (King, 2004; Waring and Wainwright, 2008), e.g. only tables of tensions and navigations and not in-depth findings. Alternatively, there is a risk of reporting meaning when there is none (King, 2004; Waring and Wainwright, 2008) or lack of internal consistency in the synthesis result in the researchers' choices influencing the themes emphasised (Nowell et al., 2017). Within the thematic analysis, template analysis is no exception in its ability for reduction from the vast amount of interview data into emergent categories, requiring re-reading and re-coding. Each iterative stage results in some data reduction by selecting and simplifying raw data (Miles, Huberman and Saldana, 2014), each successive stage engages the researcher in choices of observer identified categories (Johnson et al., 2007) and the risk of introducing the researchers pre-understandings (Johnson and Duberley, 2003). In this study, the researcher applied the research questions as a guideline to retain focus when there were multiple or unclear themes, e.g. questioning do the themes directly inform the research questions.

During the in-depth synthesis, cognisance of approaches to create trustworthiness through credibility, transferability, dependability and confirmability (Nowell et al., 2017), were in the foreground. Trustworthiness was generated where possible within the data analysis with independent analysis of coding. Within the final synthesis of findings, trustworthiness was generated by utilising a cross-referencing of results with individuals (academics, practitioners), groups, and through presentation and feedback activities, and some level of verification by practice. These activities are listed in Appendix A. These activities were used to assess the findings for assumptions and omissions.

5.5.3 Reflecting on empirical inquiry limitations

It is believed that this research captured a large sample for semi-structured interviews with 62 participants and over 78 hours of interviews, generated by purposeful sampling using a snowball technique. The sample sizes for subgroups of this population utilised in the analysis of the findings are notably smaller. The limitations of the execution of the research are reflected upon in this section.

It was predicted that both discovery and access would be difficult in building a sample. This perception of a sampling challenge was due to the typically closed nature of MNCs' frequent reluctance to engage with the outside world on business discussions (due to legal, competitive, brand image concerns) and the nature of the participants who are maybe operating in incognito in their organisations. This difficulty did not occur after the initial seeding, a snowballing of intra, intercompany and interindustry based linkages, led to a broad sample. The anonymity of interactions played a useful role in gaining engagement. Only six interviewees in the sample indicated that they would have engaged in the study without the offer of anonymity.

5.5.3.1 Sample limitations

An asymmetry in the sample is that of its geographical composition. The sample consisted of social intrapreneurs in multinationals, who reside in either North America or Europe and English-speaking. The global asymmetry observed in the empirical sample resembles the geographical distribution of institutional affiliations identified in section 2.2.4.1 in the literature review section (of this research), where a similar North America and European centrality to articles found in the SLR was observed.

The North American and European centric geographical distribution was reviewed in direct communications with the globally distributed Yanus Sustainable Business research team (Nov 2019) and the Aspen Institute (Dec

2019). Individuals at both organisations indicated, in their practitioner experience, a similar North American and European centrality to the discourse on social innovations in MNCs, despite the global nature of the beneficiaries of the social intrapreneurial efforts. This distribution also resembles observations by Crane et al. (2009), when considering CSR. For example, CSR emerged and is framed in a US-centric view of business and society, with a subsequent diffusion concentration of academic engagement beyond North America to Europe (Crane et al., 2009; Matten and Moon, 2008). North American and European centrality to CSR is discussed when considering international CSR differences (Matten and Moon, 2008) and different geographic engagement configurations (Aguilera-Caracuel, Guerrero-Villegas and García-Sánchez, 2017).

There appear to be no direct discussions of the geo-asymmetric nature of social intrapreneurship in the literature. Reflecting on this asymmetry it may be partly due to the global locations engaged in a social intrapreneurial activity, the researcher's location during the research process (predominantly North America) and the language requirement. Being reflexive, this phenomenon may represent a broader geographic pattern in social innovation studies and practice beyond this study and warrants further consideration. The findings and conclusions should thus be viewed through the lens of western world social intrapreneurs, who may practice their craft in a more global sense.

From the perspective of role hierarchy within the sample, just under half the sample have managerial type roles and just under half have professional roles, with less than 10% having technician roles. This distribution differs from a typical population of employees. These differences may result from sample selection bias, or hierarchy in the job roles may influence which employees have discretionary resources for social intrapreneurship. This latter factor could relate to control of their work time usage, a less restrictive situation around how they chose to utilise their work hours or their work outputs. Reflecting on extant literature on social intrapreneurs (at an individual level) the manager is

frequently the subject of the study (Halme, Lindeman and Linna, 2012; Hemingway and Maclagan, 2004; Kistruck and Beamish, 2010; Sharma and Good, 2013), indicating that this asymmetry may not be unique to this sample.

A final note about the sample is the participants' distinctive features, a need for anonymity, their logistical availability (they had time to talk), their emotional availability (they wanted to talk), and a number indicated that the discussion was in some way therapeutic. These observations are given in the interest reflection and transparency relative to the sample.

5.5.3.2 Limitations due to the researcher's influence on the research

It should be recognised that as with many doctoral research endeavours that, qualitative management research is not only learning skills, but effective practise of these skills. Moreover, as is often the case in qualitative, inductive and constructivist approaches are being practised in the wild for the first time in doctoral research. Applying the methods and interpreting data appropriately, requires some contextual experience, reflective practice and flexible responses to unexpected situations (Cassell et al., 2009). These flexible responses may further embroil the researcher within the research.

A challenging aspect for the researcher was going beyond reporting patterns, to interpreting and constructing findings, while not redirecting with prior perceptions or perspectives. The researcher's pre-understandings and motivations may influence the research. Moreover, there is an unintended contradiction in the inductive reasoning, where pre-understanding from the literature is often an expedient path and sometimes subconscious way to organise the complex thematic findings (Ketokivi and Choi, 2014). The researcher is also aware that they cannot be wholly objective and neutral in a non-positivist qualitative inquiry (Johnson, 2004). To compound this challenge, the researcher started the empirical research part of this study after an in-depth literature review increasing the risk of pre-understandings. To partially counteract this the Smith and Tracey (2016) recommendation to discover

tensions inductively from informants by assuming only the most straightforward set of a priori categories, to minimise the transfer of pre-understandings, was adopted in the data analysis.

The researcher's prior experience and motivations cannot be discounted in considerations of the research's trustworthiness. The researcher arrives at this research with a prior positivist and natural science stance, based on previous research history. The researcher was cognizant of avoiding looking at numbers and potential significance of the sample rather than their constructed meaning. The researcher also recognises the personal motivation to gain a better understanding of social innovation activities in MNC; in part to aid better facilitation of social value generation in MNC, it may influence the research.

Since it was not clear what barriers existed for social intrapreneurs in MNCs, the researcher considered an exploratory and a constructivist approach that could uncover new and novel perspectives on the tensions experienced. The semi-structured interviews and thematic analysis were chosen as appropriate techniques to reach the study goals, of trustworthy exploratory and inductive research (Cassell and Symon, 2004; Gill and Johnson, 2002). Additionally, the flexibility of interviews (Lamont and Swidler, 2014) and thematic analysis (King, 2004) methods compared to grounded theory (Lämsäsaari, Peiró and Kivimäki, 2004) for example were attractive. The researcher inevitably influences the selection, collection and synthesis process (Zaborek, 2009). In transparency of the process, the final choice of data collection and data synthesis techniques was influenced by prior experience of the methods. The researcher had some prior familiarity with both semi-structured interviewing and template analysis.

In the actual execution of the research methods, bias such as the researcher imposing a version of social reality on the interviewee before or during the interview (Gill and Johnson, 2002), through selection or how engagement happens (e.g. location, medium, timing) or from the privileged position of the researcher relative to the participant (Lamont and Swidler, 2014). This bias is

partly mitigated by the less prescriptive semi-structured interview/thematic methods (compared with prescriptive questionnaires or structured interviews). However, the researcher was cognizant of the potential of bias and where possible ensured similar approaches, venues and engagements with all participants, that were transparently documented. There is an assumption (which is unverified in this research) that participants have shared cultural expectations of interviews (as an engagement) with the interviewer, may not always be the case (Lamont and Swidler, 2014).

5.5.3.3 The trustworthiness of the research

The researcher strives to attain trustworthiness in the delivery of this study while trying to avoid an over rationalised (and sanitised) account of the research (Johnson and Cassell, 1999), in part through the transparency of choices and a combination of reflectivity and reflexivity, e.g. methodological, deconstructive, and epistemic (Johnson and Duberley, 2003). This research study used trustworthiness as proxies for quantitative criteria of validity and reliability, (Nowell et al., 2017) there is a focus on credibility, (the "fit" between respondents' views and the researcher's representation of them), and transferability of the research. To enhance this research's trustworthiness, documenting the process transparently (methods and execution) and data visibility (the use of participants words) have been utilised as much as possible in the study. Furthermore, this research's socially constructed claims were tested through practice (Gill and Johnson, 2002), rather than the more positivist triangulation. This testing took the form of peer review, and activities at alternate forums outlined in appendix A.

In addition to methodological reflexivity (discussed above), the researcher surfaces both deconstructive and epistemic perspectives on limitations. These include the "interviewee-researcher" interaction as being the only voice in this research. The voices of managers, leaders and non-social intrapreneurs are not heard in this research, and not sought out. As previously discussed, this gives a social intrapreneur view of salient tensions and navigations and may ignore latent tensions (Smith and Lewis, 2011) and navigations. Secondly

through the process of conducting this research, the researcher has questioned their initial perspective (assumption) that at a micro-level enacting a navigation to get a social innovation past a barrier is always 'good' and at a macro-level that an underlying assumption that social intrapreneurship is 'good' or 'just', potentially heroic and benefits all. As a result of this research journey, the researcher now finds it problematic that much discourse on social intrapreneurs does not debate the somewhat contradictory nature of social intrapreneurship.

5.5.4 Summary of limitations and impact on the claims of this research

In summary, the researcher acknowledges the limitations; however, believes they do not detract from the significance of the research in offering new exploratory insights into studies of social intrapreneurs in MNCs and the contributions this research makes to knowledge.

5.6 Further research opportunities

A more positivist stance

Utilising the framework of tensions and navigations developed in this study as a foundation to establish a more extensive scale mixed methods or quantitative survey instrument; this could capture a broader perspective of the contemporary social intrapreneur. A survey would test the validity of the findings of this study over a more comprehensive sample. It may be used to develop understandings of context and texture around the industry, the formality of role, impacts of legitimacy types, the longevity of role, gender differences. This future study could be based on a quantitative approach similar to the "corporate social intrapreneurship scale survey" (Kuratko et al., 2017), or the Aspen Institute questionnaire to former fellows (social intrapreneurs) (private communication, 2019). Vehicle(s) of this type could be used to address two prior limitations:

Increasing generalisability could be achieved with a more globally diverse sample. Further extensions of this particular research could be a study that

takes a more granular view of organisation size when considering SME and MNC and the social intrapreneur.

Addressing one of the social constructivist limitations, by re-examining the research from the social intrapreneurs and managers' perspective, or organisational entities interacting with social intrapreneurs, this may surface inherent but not exhibited (latent) tensions in the context of a social intrapreneur.

Pursuing navigational findings

This research uncovered the positive and negative connotations of social intrapreneurial navigations of tensions. This research contributes little to understanding the implications of such a finding on the success of the individual intrapreneur and the initiative's outcomes. A recommendation for future academic study, would consider the paradoxical role of a social intrapreneur as both a heroic character and an organisational troublemaker, the concept of backlash for good works (Monin, Sawyer and Marquez, 2008, 2009) and further explore the contradictory navigations from a social intrapreneur perspective and the perspective of stakeholders and beneficiaries.

An alternative and fruitful avenue of understanding would be an empirical study the how social intrapreneurs mediate between structures and their personal projects as viewed through the lens of different forms of reflexivity, e.g. communicative, autonomous meta, fragmented (Archer, 2010b, 2010a; Caetano, 2015), and potentially interplay with formal and informal corporate agency research (Karlsson, 2020).

Effects of a (changing) global context

A future Investigation could be on the impacts on social intrapreneurs of macro-level context changes (e.g. recognition of global climate change, the UN SDGs, moves towards global protectionism and nationalism, and the precarious nature of global alliances). These are alluded to by Int.04:

"One of the barriers I see is whether [the company] steps in and helps that or not as when you're talking social because that is in a place such as Syria, you also the company now has to consider if, in addition to the social aspect, they have to consider all of the political implications and peer implications." Int.04, p5.

These factors may all have connotations for large MNCs, and the social intrapreneur efforts they may envisage and support.

5.7 Conclusions of this study

This program of research commenced with a goal of understanding the challenges of social intrapreneurs within for-profit multinational companies. In this study, social intrapreneurship is revealed as a multi-disciplinary topic, in its infancy and with little academic theorisation or recognised models. An SLR revealed the questions of interest to the researcher were mostly unanswered by the direct literature. As a result of positioning this topic within the academic literature, the research question emerged:

What tensions do social intrapreneurs experience?

A qualitative exploratory study was conducted on a purposeful sample utilising the snowball technique. Data collection and analysis using semi-structured interviews, CIT and template analysis, were used to synthesise insights related to the research questions from the perspective of social intrapreneurs operating in large for-profit MNC. Over 78 hours of interviews were transcribed and synthesised, resulting in several thematic findings.

This study thematically explores the tensions and navigations that these social intrapreneurs experience and enact with a foundation of qualitative data from a purposeful sample of social intrapreneurs in MNCs. Findings are linked to the extant literature on intrapreneurial, entrepreneurial, CSR, activist and institutional entrepreneurial actors, and more specifically social change agents in these fields. These findings reiterate that a social intrapreneur is partly represented by many actor types whilst not explained by one agent type alone. This positioning suggests further studies of social intrapreneurs as a unique agent relative to the fields of innovation, institutional change, CSR, and inside activism, would be of interest in positioning the social intrapreneurial agent.

From this foundation, the research empirically considered tensions and navigations, and the study developed exploratory contributions of:

- A multi-level framework of salient tensions experienced by social intrapreneurs in MNCs with an additional supporting typology of tensions experienced by social intrapreneurs in MNCs
- A framework of navigations enacted by social intrapreneurs in MNCs
- An empirically supported account of the interplay of role formality and the experience of tensions and the enactment of navigations for social intrapreneurs in MNCs

This study has contributed to knowledge moving beyond context, outcome and heroic considerations of social intrapreneurs often used in the literature. The study takes an exploratory view (albeit limited) at social intrapreneurial mechanisms within the context of tensions and navigations. This contribution is initially achieved by integrating findings into frameworks of tensions and navigations and secondly differentiating findings by role formality and positive and negative connotations. This study suggests that social intrapreneurship in practice, is a constellation of social actions, by a wide variety of socially intrapreneurial actors, in many contexts, unified under the label "social intrapreneur". These social actors are in part described by innovation and social actors in other contexts, but not entirely explained by any single field or group of theories.

5.8 Personal reflections and closing comments

“If I had to do it all over again? Why not!

I would do it a little bit differently.”

Freddie Mercury

I entered into the PhD research as a natural scientist, ending this study period, although not yet a social scientist, I now appreciate many more complexities in the world and constructions that we inhabit. Observations shaped by the observer and the observed are themselves a product of cultures, values, and context. The nuances of observation are further influenced by the ontologies and epistemological positions of the observer.

Although at first this “down the rabbit hole” world was confusing and unsupportive and daunting, it has been a journey of discovery and learning, a dance of one step forward and sometimes one or two back or to the side, discarding ideas on the path, whilst discovering and embracing others. The journey continues, but with an augmented set of critical thinking tools, constructive criticism, and an ongoing desire to see more.

I would have liked to have completed this thesis sooner. Still, as I reflect, I realise that the velocity of the study was (in part) limited by my need to reflect on the literature, the empirical findings, forming then re-forming ideas and paths forward. A faster journey may not have been better.

During the research, an unexpected revelation was the magnitude of the project management of a PhD, the volume of the literature (6000 papers on initial search), the considerable data sizes that qualitative study creates, 500,000 words of transcripts, and working to unclear deadlines.

The benefits of reflexivity and reflection afforded by the revision process have allowed the researcher to reconsider the work beyond methodological

reflexivity. The researcher ends this study with an enhanced view of the benefits social intrapreneurship can create and the positive and negative connotations overcoming tensions. Furthermore, the researcher has an appreciation of how the social intrapreneurship fits into extant academic structures being a bit of many literature domains and theories. And finally, social intrapreneur is a label for a diversity of actors emerging from many backgrounds, stances and positions unified by one name.

My appreciation of the written form as a powerful and vital communication mechanism has been enhanced and tested through this process.

And finally:

“There is only one way to avoid criticism do nothing say nothing and be nothing” – Aristotle.

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APPENDICES

Appendix A Conferences and publications

Material from this thesis has been accepted for presentation at the following academic and industrial conferences and seminars:

- “The history of social innovation”, *Bay Area Intrapreneur meetups (sponsored by Vodafone), Quarterly meeting*. San Mateo, CA, USA. August 2015
- “Forms of social innovation in MNCs” *Global Intrapreneur Salon (A forum for social intrapreneurs in MNCs)*. San Francisco, CA, USA. June 2016
- “Insights into Social Intrapreneurship” *Impaqt.io virtual conference on Social Intrapreneurship (keynote)*. Virtual. November 2017
- “Social Intrapreneurs: Tensions and Navigations” *British Academy of Management Doctoral symposium*. Warwick, U.K. September 2017
- “Social intrapreneurship” *Lecture to MSc, Sustainability Cranfield University School of Management for Professor Grayson*, Cranfield, U.K. March 2018
- “Innovation and Intrapreneurship” *Presenter for Puig executive training*. Nyon, Switzerland. May 2018
- Shi, Y. and Herniman, J. (2018) ‘*Rhetoric, Prospect and Expectations: Toward a theory of hype cycle*’ International Academy of Management and Business IAMB, Lisbon, Portugal October 2018
- “Linking Business Opportunity and Social Impact from Within Organisations” *Impact hub special workshop*. Geneva, Switzerland. October 2019
- “Linking Business Opportunity and Social Impact from Within Organisations” *Impact hub special workshop*. Lausanne, Switzerland. December 2019
- “Perspectives of social intrapreneurship in the context of Coronavirus” *Impact hub Video series with Gib Bulloch* April 2020.
- “Aspects of innovation in multinational companies” *Haute Ecole Gestation Geneva Course for International Business Management (BA program)*. June 2020.
- “Overcoming organisational inertia for social intrapreneurs” *Virtual global*

*workshop for We value nature*⁷. Sept 2020.

- “Intrapreneurship Academy” *A collated program for Intrapreneurs provided by Impact hub and league of intrapreneurs*. Geneva, Switzerland. October 2020- February 2021

Other engagements related to this study:

- Academic and practise working group on Supply Chain MBA and BSc curriculum design Arizona State University June 2016
- League of intrapreneurs kick-off Geneva, Switzerland April 2018
- League of intrapreneurs kick-off Lausanne, Switzerland Sept 2018
- Review of Yanus social business qualitative and quantitative research design for social intrapreneurship inquiry (May and August 2019)
- Review of Aspen Institute Fellows program curriculum for corporate social intrapreneurs monthly (Feb 2019 – ongoing)
- Review and input on Aspen Institute qualitative and quantitative research vehicles for their Corporate Social Intrapreneurs Fellows program Oct-Dec 2019
- Convening of Aspen Institute and invited academics on the positioning of social intrapreneurship in both practice and academia Oct 2020
- Co-founder of Designing policy group. A group of global recent and near completion PhD researchers considering the interfaces of public and private policy and change agents Oct 2020

Current work in progress

- *Working paper*
Mark Caine, John Herniman, Verena Kontschieder (WEF) “Policy and Corporate Intrapreneurs – Lessons from Beyond the Divide”

⁷ We value nature is an EU funded coalition of Institute of Chartered Accountants in England and Wales, World business council for sustainable development, international union for the conservation of nature, natural capital coalition and Oppla EU Repository of Nature-Based Solutions

Appendix B Keyword generation from review questions

Review Questions	Component 1	Component 2	Component 3
	Individuals	What they face	Context in which they face it
<i>What tensions are experienced by social intrapreneurs?</i>	Corporate social entrepreneurs, Social intrapreneurs, corporate entrepreneurs, entrepreneurial managers, intrapreneur, institutional entrepreneur, internal activist, radical	Paradoxes, tensions, competing logics, contradictions, barriers, challenges, constraints, resistance	Social innovation, MNC/MNE, Corporate citizenship, corporate responsibility, institutional logic, market logic, social logic, institutional logic, organisational logic
<i>What navigation strategies do these social agents deploy in response?</i>		Reconciliations, navigations, tensions, sensemaking, moral, ethical, personal values mitigations, bootlegging workarounds enablements, reactions, responses	

Appendix C Exemplar papers used for keyword generation

Author	Keywords	Selected Keywords
Hemingway 2004	Corporate social responsibility, Personal values, Managerial discretion, Motives, Social responsibility.	Corporate social responsibility, Personal values
Hemingway 2005	Champions, discretion, Entrepreneurship, Corporate social entrepreneur, CSE, Corporate social responsibility, CSR, moral agency, personal values.	Corporate social entrepreneur, CSE, Corporate social responsibility, CSR, moral agency, personal values.
Zahra 2009	Social Entrepreneurship, Social Wealth, Entrepreneurial Search process, Typologies, Ethics	Social Entrepreneurship
Mair 2012	Entrepreneurship, Organisational field, Social change, Social Entrepreneurship	Social Entrepreneurship
Battilana 2006	Bourdieu, Divergent organisational change, human agency, Institutional Entrepreneurship, social position	human agency, Institutional Entrepreneurship
Nicholls 2012	Social innovation, social finance, complexity.	Social innovation
Nicholls 2010	Empowerment, economic development, fair trade, institutionalism, Social Entrepreneurship	Social Entrepreneurship

Appendix D Search strings used in the literature search

First search string		Second Search string
<p>“social intrapreneur*” OR “corporate social entrepreneur*” OR « intrapreneur* » OR “Institutional entrepreneur*” OR internal activist OR tempered radical</p>	AND	<p>“institutional logic*” OR “market logic*” OR “social logic*” OR “business logic*” OR “organizational logic*”</p>
	AND	<p>“paradox*” OR “Dilemma*” OR “Tension*” OR “sense-making” OR “reconciliation” OR navigat* OR “barrier” OR challeng* OR “constraint*” OR “resist*” OR “mitigat*” OR “workaround*” OR “enable*” OR “react*” OR “respons*”</p>
	AND	<p>“moral*” OR “ethic*” OR “personal values” OR “Corporate ethic*” OR “Business ethic*”</p>
	AND	<p>“principal agen* theory” OR “agen*” OR “Human agen*”</p>
	AND	<p>“corporate social responsibility” OR “CSR” OR “social responsibility” OR “ESG” OR “environmental social”</p>
<p>“social innovation” OR “Reverse innovation” OR “Trickle up innovation” OR “Trickle down innovation”</p>	AND	<p>“institutional logic*” OR “market logic*” OR “social logic*” OR “business logic*” OR “organizational logic*”</p>
	AND	<p>“paradox*” OR “Dilemma*” OR “Tension*” OR “sense-making” OR “reconciliation” OR “navigation”</p>
	AND	<p>“moral*” OR “ethic*” OR “personal values” OR “Corporate ethic*” OR “Business ethic*”</p>
	AND	<p>“principal agen* theory” OR “agen*” OR “Human agen*”</p>
	AND	<p>“corporate social responsibility” OR “CSR” OR “social responsibility” OR “ESG” OR “environmental social”</p>
<p>“social innovation” OR “Reverse innovation” OR “Trickle up innovation” OR “Trickle down innovation”</p>	AND	<p>“social intrapreneur*” OR “corporate social entrepreneur*” OR « intrapreneur* » OR “Institutional entrepreneur”</p>

Appendix E Additional quality criteria

E.1 Additional quality criteria applied to empirical papers

Additional criteria applied to Empirical papers:	Scoring 1-5 1= not evident 3 = acceptable 5=completely addressed
Are the findings grounded in the data provided?	
Are the inferences about the data logical?	
Is the sample, method, processing of the data adequately described?	
Are any alternative interpretations of the data adequately addressed?	
Is the interpretation free of researcher bias or stance?	

Source: Derived from (Flick, 2008; Huff, 1999)

E.2 Quality criteria applied to non-scholarly literature:

Modified criteria applied to non-scholarly literature:	Scoring 1-5 1= not evident 3 = acceptable 5=completely addressed
Is the purpose of the research clearly established (e.g. research question, the purpose of the article)?	
Is theory, concept or framework applied? Is it relevant to the purpose of the article?	
Does the author supply support for the claims?	
Are the claims coherent with the limitations of the work and the generalizability of the work?	
Does the work appear to be free of value bias and author stance bias?	
Does the article significantly inform or contribute to practice or theory?	
Does the article offer a unique contribution or perspective that is not supplied by Scholarly literature?	

Source: Derived from (Flick, 2008; Huff, 1999)

Appendix F Literature data collection template

Keywords	
Title	
Abstract	
Author(s)	
Citation	
Journal	
Year	
Literature type	
Geography Author 1	
Geography Other Authors	
Cross-referenced Y/N	
Use of CSE of SI term	
Literature base	
Relevant to	
Industry	
Type of research	
Research question (and clarity)	
Theoretical background (and relevance)	
Methodology	
Sample /Data	
Findings	
Quality of findings	
Actors (at what level)/Actees (at what level)	
Limitations	
Other comments – stance, bias	
Why is this relevant to this study	
Notes on key elements	

Source: *This study*

Appendix G Articles sorted by frequency of publication name

Publication	Frequency in SLR
Journal of Business Ethics	12
Books	10
Organizational Studies	5
Academy of Management Journal	4
Stanford Social Innovation Review	3
Journal of Management Inquiry	3
Journal of Business Venturing	3
Journal of social entrepreneurship	3
Organization	2
International Small Business Journal	2
European journal of innovation management	2
Journal of Small Business Management	2
Journal of Entrepreneurship	2
Organizational Science	2
Academy of Management Review	2
Journal of Management Studies	2
Management Accounting Research	2
Management Decision	2
Business and society	1
Journal of business and entrepreneurship	1
California management review	1
British journal of management	1
Asia pacific management journal	1
Journal of management	1
Sustainability	1
Canadian journal of administrative sciences	1
Research policy	1
Academy of Management Learning and Education	1
International Journal of Contemporary Economics & Administrative Sciences	1
Journal of management history	1
Academy of Management Perspectives	1
Entrepreneurship Theory and Practice	1
European Journal of Information Systems	1
International Review of Entrepreneurship	1
Journal of Organizational Behaviour	1
Business Ethics Quarterly	1
Journal of Organizational Change Management	1
Journal of Applied Behavioural Science	1
Leadership and Organizational Development	1
Building Research and Information	1
Corporate Governance	1
Structural organisations	1
Organisational dynamics	1
International Journal of Productivity	1
European Management Review	1
International Entrepreneurship Management	1
Journal of the Theory of Social Behaviours	1
Journal of Business Case Studies	1
Ecology and Society	1
PloS one	1
Global Focus	1
Technological Forecasting and Social Change	1
International Journal of Managing Projects in Business	1
Journal of Knowledge Economy	1

Source: *This study*

Appendix H Usage of the terms CSE, CSI and social intrapreneur

Source	“Corporate social entrepreneur” frequency		“Social Intrapreneur” frequency		“Corporate social intrapreneur” frequency	
	Search carried out 18 Jan 2015	Search carried out 05 Mar 2019	Search carried out 18 Jan 2015	Search carried out 05 Mar 2019	Search carried out 18 Jan 2015	Search carried out 05 Mar 2019
Google	72,300	101,000	13,500	21,200	19	5,7000
Google scholar	34	78	79	196	5	24
Academic databases (ProQuest, ebSCO)	24	31	33	49	3	7

Source: Mixed, Compiled as part of this stud

Appendix I Traits exhibited by innovators and social innovators

Social innovator type	Traits discussed	Author(s)
Social intrapreneurs	Risk-taking propensity, desire for autonomy, need for achievement, goal orientation, internal locus of control	Schmitz and Scheuerle (2012)
Social intrapreneurs, activists, CSR	overt and covert agency skills, formation and influencing of moral praxis, instigating of 'moral shocks' in others, challenge business-as-usual	Carrington, Zwick and Neville, (2018)
Social intrapreneur	Facilitate communication and interaction with sponsors, employees, customers and other stakeholders, networking, emotional intelligence, working across sectors, boundary-spanning and leadership	Brenneke and Spitzeck (2010)
Social intrapreneurs	Highly motivated and impatient Out of box thinking, empathy, value diverse perspectives, learning from failure, research skills and the ability to implement	Schröer and Schmitz (2016)
Social intrapreneur	A desire to solve social problems, the ability to innovate, the ability to discern market trends, the ability to recognise failed strategies and pivot and retool, a belief in the positive role of business in society, able to see connections with outside societal needs, create products, services, or internal solutions that reshape the corporation's relationship with society in a mutually beneficial way	Belinfanti(2016)
Social Intrapreneur	More ambitious for social change than for personal wealth and advancement, Willing and able to take risks, understanding of business process/priorities as well sustainability imperatives, Tactical and strategic skillsets, Survive cynicism, caution and the status quo, Cross sectors, cross-business units working, Never stop learning, innovating, and simplifying	Elkington (2008a)
Social Intrapreneur	See opportunities for creating dual value that others do not. Proactive, they imagine new possibilities within or beyond their assigned responsibilities, they make decisions that reflect discretionary action, take the risk of challenging established norms and practices, seek to achieve change, face uncertainty	Alt and Geradts (2019)
Social Intrapreneur	A need for self-actualization, altruistic motives, motivated to "do the right thing", nonconforming to the firm's requirements, entrepreneurial discretion, personal or collective responsibility to society, motivated by a social agenda.	Hemingway, (2005); Hemingway and Maclagan (2004)
Social Intrapreneur	Drive to be in control, sense of responsibility, self-actualization altruistic motives and prosocial personality	Cooper, Doucet and Pratt (2007)

Social innovator type	Traits discussed	Author(s)
Social entrepreneurs (institutional entrepreneurs)	Pattern generation, relationship building and brokering, knowledge and resource brokering, and network recharging.	Moore and Westley (2011)
Social entrepreneurs	Passion, commitment for long-lasting social change with the ability to find opportunities for innovation, Recognizing and relentlessly pursuing new opportunities to serve that mission, Engaging in the process of continuous innovation, adaptation, and learning, Acting boldly without being limited by resources currently in hand and Exhibiting accountability to the constituencies served and for the outcomes created, activeness, innovativeness and risk-taking, willingness to self-correct, to share credit, to break free of established structure, to cross-disciplinary boundaries, work quietly and its strong ethical impetus, relentless	Dees, (1998, 2006); Guclu, Dees and Anderson, (2002)
Social entrepreneurs	Leadership, ambition, persistence, opportunistic behaviour, ethical fibre, resourcefulness, results-orientation, pragmatism, vision, passion, and risk-taking. Social entrepreneur is described as a unique breed or even a hero (Nicholls 2010).	Huybrechts and Nicholls (2012); Nicholls (2010)
Social entrepreneurs	Boldness, Accountability, Resourcefulness, ambition, Persistence, unreasonableness	Deiglmeier, Miller and Phills (2008)
Social entrepreneurs	Agreeableness, openness and conscientiousness in addition to the ability to envisage, engage, enable and enact transformational change efficiently in the face of scarce resources, risks and diverse contexts	Koe Hwee Nga and Shamuganathan (2010)
Social entrepreneurs	Compassion as a pro-social motivation	Grimes et al. (2012); Miller et al. (2012)
Social entrepreneurs	willingness to self-correct, to share credit, to break free of established structure, to cross-disciplinary boundaries, work quietly, strong ethical stance	Bornstein (2007)

Social innovator type	Traits discussed	Author(s)
Social innovators	Persistence in striving for the goals, dedication to social change, empathy regarding a group in need.	Mulgan (2006) Mulgan et al. (2007)
Ethical decision-makers	Virtues, values, character strengths, ethical decision-making scale, Wisdom, Courage, Humanity, Justice, Temperance, Transcendence	Crossan, Mazutis and Seijts (2013)
Intrapreneur	Extraversion, Altruism, Creativity management	Sinha and Srivastava (2013)
Intrapreneur	Bricolage – new combinations of resources, Improvise, practical solutions, collaborative	Halme, Lindeman and Linna (2012)
Intrapreneur	Resources, capabilities, previous entrepreneurial experience, entrepreneurial competences, ability to detect business opportunities, influence intrapreneurial behaviour.	Urbano, Alvarez and Turró (2013)
Intrapreneurs	Risk-taking is the willingness of an individual to take and tolerate the risks associated with an innovative project. Proactiveness is the skill of individuals to explore opportunities and have the own motivation to use this autonomy and aggressive competitive orientation	Dees and Lumpkin (2005)
Intrapreneurs	Risk-taking propensity, desire for independence, need for achievement, goal orientation, and internal locus of control	Hornsby et al.(1993)
Intrapreneurs	Proactive individuals- strong passion for action. Self-starters who do not have to be asked to take the initiative. Focused on pursuing an opportunity without regard to the resources they currently control. Pursue something that, in some sense, is 'new' or 'innovative' and deviate from the status quo.	Dovey and McCabe (2014)

Social innovator type	Traits discussed	Author(s)
Intrapreneurs	A paradox mindset	Miron-Spektor et al. (2018)
Entrepreneurs	Alertness to opportunities, fear of failure, confidence in one's own skills	Arenius and Minniti (2005)
Entrepreneurs	Opportunity recognition and exploitation with high self-efficacy and internal locus of control, optimistic about the value of the opportunities, willingness to bear this risk, see opportunities in situations where others see risks.	Cardon et al.(2009); Eckhardt and Shane, (2003); Shane and Venkataraman, (2000)

Appendix J Linkages between entrepreneurship types

Author	Primary Field discussed	Linkages in the article to	Details
Grimes et al. (2012)	Social Entrepreneurship	Institutional Entrepreneurship	The role of compassion and embedded agency
Mair and Martí (2006)	Social Entrepreneurship	Institutional Entrepreneurship	Social vs economic embedded agency
Battilana et al. (2009)	Institutional Entrepreneurship	Social Entrepreneurship	Phases of institutional entrepreneurship
Boxenbaum (2014)	Institutional Entrepreneurship	Social Entrepreneurship	Reiterates Battilana 2009 position
Dacin et al. 2010	Social Entrepreneurship	Institutional Entrepreneurship	Linkages between Entrepreneurship fields
Smith et al. 2013	Social Entrepreneurship	Institutional Entrepreneurship	Social business tensions
(Moore and Westley, 2011)	Social Entrepreneurship	Institutional Entrepreneurship	Traits for network building and resilience
Kistruck 2010	Social Intrapreneurship	Institutional Entrepreneurship	Structural implications for successful Social Intrapreneurship
Sharma and Good, (2013)	Social Intrapreneurship	Institutional Entrepreneurship	Middle managers as the centre of social initiatives, sense-making and sense giving, around tensions of logics.
Sinha and Srivastava (2013)	Intrapreneurship	Entrepreneurship	Factors in intrapreneurial orientation
Silva 2017	Institutional logics and Institutional entrepreneurship	Institutional Entrepreneurship	Institutional entrepreneurs as social actors
Saebi, Foss and Linder (2019)	Social Entrepreneurship	Institutional Entrepreneurship	Social entrepreneurs disrupting institutions
Halme, Lindeman and Linna (2012)	Intra/Entrepreneurship	Social Intrapreneurship	Middle-level managers

Appendix K Examples of tension generating poles

Author	Sources of tensions
Battilana and Dorado (2010)	Banking vs Development logic in banks in Latin America (Plural logics)
Tracey (2011)	Social vs profit logics in Aspire a Social Enterprise and success of the social mission and failure of profit mission (Plural logics & Performance paradoxes)
Diochon and Anderson (2010)	Social vs Economic in small social enterprises in both Scotland and Canada (Plural logics)
Jay, (2013)	Social vs profit logic tensions in Cambridge energy authority in Boston. (Plural logics & Performance paradoxes)
Khavul et al. (2013)	Market vs social in microfinance organisations in Guatemala (Plural logics)
Hemingway, (2004, 2005)	Organisational vs individual values of socially discretionary decisions of managers (Organisational vs individual values)
Creed et al. (2010)	Marginalized and non-conforming identities in LGTG priests (Inclusion vs marginalization & unique identity vs org conforming identity)
(Kisfalvi and Maguire, 2011)	Marginalization from institutions of Social Entrepreneur Rachel Carson (Inclusion vs marginalization)
De Clercq and Voronov, (2009, 2011)	The role of the Institutional Entrepreneur in both fitting in and standing out. (Deviancy vs conformity)

Appendix L Ontological and epistemological positions.

L.1 Ontological positions

Realism	Naive realism (Madill et al., 2000), or shallow realism (Blaikie, 2007) – reality can be observed directly and accurately
Realism	Cautious realism (Blaikie, 2007) – reality can be known approximately or imperfectly rather than accurately
Realism	Depth realism (Blaikie, 2007), critical or transcendental realism (Bhaskar, 1978; Robson, 2002) – reality consists of different levels – the empirical domain that is made of up what we experience through our senses, the actual domain that exists regardless of whether or not it is observed, and the real domain that refers to underlying processes and mechanisms
Realism	Subtle realism (Blaikie, 2007; Hammersley, 1992) – an external reality exists but is only known through the human mind and socially constructed meanings
Realism	Materialism is a variant of realism which recognises only material features, such as economic relations, or physical features of the world as holding reality. Values, beliefs or experiences are 'epiphenomena' – that is features that arise from, but do not shape, the material world.
Realism	Critical-Realism (Leca and Naccache, 2006)– exploring behind the surface of reality to access the domain of real, identify those structures and causal powers, and the ways they act
Idealism	Subtle or contextual or collective idealism (Hughes and Sharrock, 1997; Madill et al., 2000; Shaw, 1999) – the social world is made up of representations constructed and shared by people in particular context
Idealism	Relativism or radical idealism (Hughes and Sharrock, 1997; Madill et al., 2000; Shaw, 1999) – there is no shared social reality, only a series of different (individual) constructions. it has been argued that the two are very different, and that any regularities identified by social enquiry cannot be governed by immutable laws, because human beings have agency and therefore have choice about what they do (Giddens, 1984; Hughes and Sharrock, 1997; Patton, 2002).

Source Blaikie (2007)

L.2 Epistemological positions

Empiricism (Objectivist)	uses the basis that knowledge is produced via human senses and in observing the world humans can create absolute knowledge based on direct observations of objective facts
Rationalism (Subjectivist)	where the observer creates the meaning in the entity observed, consequently each observer gives different meaning to each entity
Constructivism	where knowledge is based on observers making sense of their interactions with the world and others, this knowledge is not the external reality of the empiricist or the mind-based reality of the rationalist, but a reality based on observation and interpretation. A further definition is that of social constructivism whereby knowledge is the collective generation and sharing of meaning between social actors. The constructivist view of empiricism is that human observers are fallible so cannot create absolute knowledge. Also, constructivist arguments illustrate that different cultures and structures give meaning to reality differently, thus a rationalist innate knowledge appears unsubstantiated
Falsificationism	uses the basis for knowledge for testing of extant theories and validating if they hold up to criticism
Neo-realism	is focused on knowledge from understanding the mechanisms that drive regularities in observations
Conventionalism	considers knowledge as convenient tools and help scientists cope with the world, which are useful even if not based on a reality.

Source: *Blaikie (2007) Cassell and Symon (2004)*

Appendix M Methods of inquiry

Inductive	Inductive logic involves building knowledge from the bottom up through observations of the world, which in turn provide the basis for developing theories or laws
Deductive	Deductive logic is a top-down approach to knowledge. It starts with a theory from which a hypothesis is derived and applied to observations about the world. The hypothesis will then be confirmed or rejected, thereby strengthening or weakening the theory
Retroductive	Retroductive logic involves the researcher identifying the structures or mechanisms that may have produced patterns in the data, trying different models for 'fit' (Blaikie 2007)
Abductive	Abductive logic involves 'abducting' a technical account, using the researchers' categories, from participants' own accounts of everyday activities, ideas or beliefs. (Blaikie 2007)

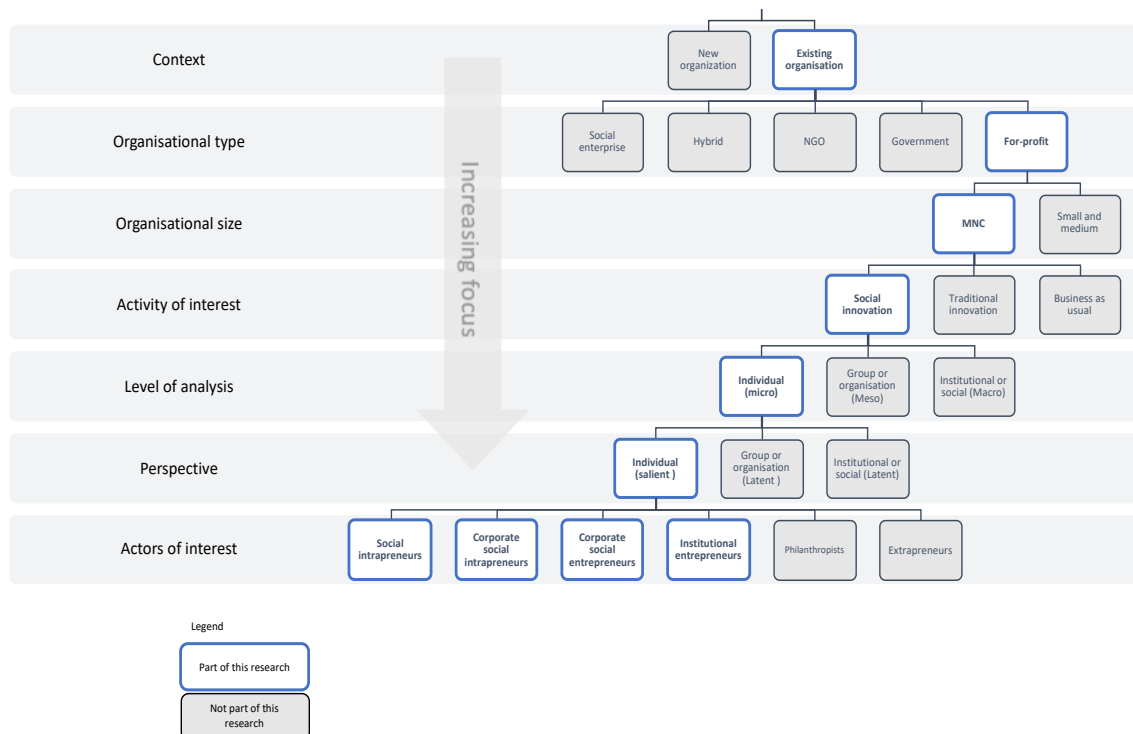
Source: *(Blaikie, 2007)*

Appendix N The research population

This appendix acts as a narrative of what is "in" and "out" of the study's scope and expands on contexts and actors that are not considered the target of this study.

For this study's purposes, intrapreneurial activity is defined as happening in organisations that are already in existence; this is consistent with the original definition of the term intrapreneur described by Pinchot (1985). The forms of organisations that may contain intrapreneurial activity are broad. They can range from government organisations to NGOs and other non-profit activities, social enterprises (with dual business and social missions), hybrid organisations and for-profit organisations. This study focuses on for-profit organisations, i.e. organisations with a primary profit mission, and more specifically, multinational companies. The activity within the organisation of interest is social innovation, in contrast to traditional innovation or non-innovation activities. Figure 27 describes the selection of the phenomena of interest.

Figure 27 Focusing on the phenomena of interest



Source: This study

This research is interested in the phenomena shown in the figure above, specifically the mechanisms of social intrapreneurs in action in their organisational context (for-profit multinationals). There is more than one level of the actor or agent of social intrapreneurial activity within the literature. Agency can be considered at, an individual (Alt and Craig, 2016; Grayson, McLaren and Spitzeck, 2014a) a group or organisation (Dorado, 2013; Jay, 2013; Tracey, Phillips and Jarvis, 2011) or an institution (Battilana, 2006; Wijk et al., 2018). In this research, the unit of analysis's focus is at the 'individual' level and the human-centred processes, distinct from other literature that have concentrated at institutional and organisational levels. Although social intrapreneurship literature considers social intrapreneurial action in for-profits and not-for-profit contexts; this study focusses on for-profit contexts. The use of the term not for profit is consistent with that defined by (Nicholls, 2006).

Appendix O Research protocol and consents

O.1 Semi-structured interview protocol

Interview step	Question / Content	Notes and purpose
Pre interview	Send email introduction, introducing my research and myself. Also details around the interview, and that I am interested in discussing the participants' interactions with both the process of social innovations within their company and the specific programs of social innovations within their company. I will be looking for them to tell the stories of some social innovations and their role within them. Hopefully giving some small and large examples of social innovations (as diverse as possible).	Set the scene for the interview and give the participant time to reflect on social innovations they have interacted with.
Introduction	<p>Introduce myself and my institution I am John Herniman, and I am a doctoral researcher at Cranfield School of Management in the UK. I am studying for a Doctorate in Business Administration.</p> <p>Purpose of the study My research is an empirical analysis of social innovations within for-profit organisations, discussing the innovations and how people work to bring about social innovation in a for-profit business.</p> <p>Your participation in the interview is completely voluntary and you have the ability to end the interview at any time. Additionally, you are under no obligation to answer any of the questions.</p> <p>How the data will be used and confidentiality. The contents of our meeting will be treated confidentially, and all elements used in my work will be anonymized.</p> <p>Permission to record (only if not achieved via email before interview) I would like to record the interview if possible, this is not a requirement, however this makes my note taking more comprehensive. The recording will only be used by myself and only for the purpose of note taking. Is it OK for me to record our discussion?</p> <p>Permission to continue with the interview: Verify consent to continue with interview, complete and sign Informed consent form. Ensure the interviewee has a completed form for their records.</p>	<p>Set scene</p> <p>Relax participant</p>
General questions	<p>(only if not achieved via email before interview)</p> <p>Tell me a little about your: Role in company How long have you been in this role (Tenure) What are your company's primary products? Where does your organisation fit in, in the larger company?</p>	Collect participant demographic information, and continue to set the participant at ease
Context questions	<p>I wonder if we could begin by you telling me how you your and organisation think about social innovation? Could you talk me through the type of social innovations your organisation has pursued/pursuing? Can you illustrate this with some real examples? Which of the social innovations does your organisation consider to be a success? How is success assessed on a social innovation? Did they achieve what they set out to do? In your opinion what has led to their success? Has anything hindered the success? Have you seen any social innovations not work out as planned? What do you think happened? Have there been unsuccessful innovations? How have you been involved with these social innovations? Are there others involved? If so who? How frequently are you involved with social innovations?</p>	Warm up the discussion and understand the participants language around social innovation, social entrepreneurship and social Intrapreneurship

	<p>How would you describe social innovation as an organised activity within your company?</p> <p>Who leads / sponsors or encourages social innovation? Is there anything that gets in the way of effective social innovation within the organisation?</p> <p>From the social innovations you have described who benefits from this activity? Local community, customers, suppliers, environment?</p>	
Preamble to CIT	Often when social innovations are talked about there is a social objective and a market objective of the business, and these objectives of the business can clash at times	
Critical Incident discussions	<p>Pursuing social innovation inevitably means pursuing social and economic goals in a business sense simultaneously. Can you describe an incident /time/event when the goals of social innovation were very different to those of business as usual? What happened?</p> <p>In what way was the incident (s) significant to the social innovation, to you, to the rest of the organisation?</p> <p>Did the incident change any future behaviour?</p> <p>What changes do you think were made in behaviour?</p> <p>Were they at an organisational level, individual level?</p> <p>Did you change your position or approach?</p> <p>Has this sort of incident reoccurred?</p> <p>Have there been similar incidents?</p> <p>Have there been other types of incidents?</p>	In depth discussions around critical incidents. Repeat this section as necessary. Incident – response – outcome.
Wrapping up	<p>Wrap up and final thoughts from the participant</p> <p>That's the end of my questions. Are there any areas in addition to what we have discussed that you would like to add, or any final comments?</p> <p>Request agreement to follow up, further discussion</p> <p>Thank you for your time today, it has been most helpful, I have just one last request, would it be OK for me to follow up with you if I need any further clarification and to keep you updated with my research?</p> <p>What would the best means of contacting you be?</p>	
End interview	<p>Thank you and close.</p> <p>Thank you again for your time, I very much appreciate it.</p>	

Source: This study

O.2 Email introduction to participants

Dear

Thank you for agreeing to be part of my study of social innovation within for-profit businesses.

I am a doctorate researcher at Cranfield School of Management (<http://www.som.cranfield.ac.uk/som/>) conducting my empirical research work on the Social innovations within for-profit organisations, and the role of individuals in these innovations. During our meeting I hope to discuss some real examples (big or small) of social innovations you have been involved with. The contents of our meeting will be treated confidentially, and all elements used in my work will be anonymized.

It is normal academic practice to record the interviews to aid accurate note taking. The recording and the notes from our interview will be treated confidentially. The recording of the interview is not however a requirement, consequently if you do not want the interview recorded please let me know.

Your participation in the interview is completely voluntary and you have the ability to end the interview at any time. Additionally, you are under no obligation to answer any of the questions.

In preparation for the interview it would both speed the interview and allow me to better prepare if you were able in advance to email some of the following background details:

Your Role in the company ?

How long have you been in this role?

What are your company's primary products?

Where does your organisation fit in the larger company?

My background can be found at: [hernimanlinkedin](#).

For your reference I have attached a consent form that we will review at the start of the interview

I very much look forward to meeting with you. Should you have any concerns before we meet feel free to reach out to me.

Best regards John Herniman

O.3 Informed consent form



INFORMED CONSENT FORM

Title of the Project:	<i>Research into the tensions and paradoxes of Social Intrapreneurs</i>
Name of the Researcher:	John Herniman
Researcher's Contact Details:	John.herniman@cranfield.ac.uk
Participant No:	
Date:	

1. I confirm that I have been informed about the aim and objectives of this research project and agree to give my inputs.
2. I understand that all personal information that I provide will be treated with the strictest confidence and my name will not be used in any report, publication or presentation. I have been provided with a participant number to ensure that all raw data remains anonymous.
3. I understand that the information I provide will be used by Cranfield University for the purpose of research only. The data will be stored on a secure network accessed only by authorised users in accordance with the Data Protection Act (1998).
4. I understand that the results of the research may be published in scientific journals, and an anonymised version of the data may be published in support of these results.
5. I understand that I am free to withdraw from this project at any stage during the session simply by informing a member of the research team, for whom contact details have been provided. I also understand that I can also withdraw my data for a period of up to 7 days from today, as after this time it will not be possible to identify my individual data from the aggregated results.
6. I understand that the discussions will be audio recorded and transcribed for analysis. The analysis will be only used for the research project described above and for no other purposes.

I confirm I have read and fully understand the information provided on this form and therefore give my consent to taking part in this research.

Participant's signature:		Date:	
Participant's name:			
Researcher's signature:		Date:	

One copy of this form must be given to the participant and one copy held by the researcher.

O.4 Debriefing consent



Debriefing

Thank you very much for your time today to assist with this research. As mentioned earlier the data provided by you will be treated confidentially and you are free to withdraw or change your responses for a period of up to 7 days from today. If you need to change anything you can let me know by contacting me through email or phone (details are on page 1 of this form).

If you are happy for me to contact you by email or phone at a later date if I have missed out important points or need to clarify any of your responses, please complete your contact details below.

Thank you

Participant's contact details:	
Tel:	
Email:	

Appendix P Seeding of snowball sample

Seed candidate	Primary contact established through	Secondary and tertiary links	Result (snowballing)
A	IEEE meeting speakers	Recommendation from the head of a sustainable coalition and Company GRI reporting	Interview and four additional introductions intercompany and one intracompany
B	Regional social intrapreneur practitioner 'meet up'	Recommendation from organiser of "meet up" and two other social entrepreneurs	Interview and four additional introductions intercompany and three intracompany
C	LinkedIn article	Recommendation of social intrapreneur who later became an informant	Interview and one additional introduction intercompany and one intracompany
D	Author of a Skoll article	Introduction from organiser of national intrapreneurial forum	Interview and three additional introductions intracompany

Appendix Q Summary of the participants included in the study

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
01	Director of sustainability	Manager	Yes	Social & innovation	28	Internal change	USA	>100Bn revenue, ~100k employees, HQ USA, Software/Hardware	67	Phone
02	Director of engineering	Manager	No	No	12	Yes	USA	>\$2Bn revenue, ~5k employees, HQ USA, Fitness	57	Video conference
03	Operations specialist	Professional	No	No	5	Yes	USA	Contractor to MNC >100Bn revenue, ~100k employees, HQ USA, Software/Hardware	64	Telephone
04	Director of innovation	Manager	No	Innovation	15	Yes	Europe	>\$50bn revenue, ~100k employees, HQ Europe, Telecommunications	66	Video conference
05	Senior strategist	Professional	No	No	14	Internal change	USA	>\$5Bn revenue, >10K employees, HQ USA, Software	92	Face to face
06	Senior program manager	Professional	No	No	16	Internal change	USA	>\$2Bn revenue, ~5k employees, HQ USA, Fitness	52	Video conference
07	Senior engineer	Professional	No	innovation	17	Yes	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	30	Face to face
08	Venture manager	Professional	No	No	21	Yes	USA	>\$100Bn revenue, ~100K employees, HQ Europe, Energy	66	Video conference
09	Commercial manager	Manager	No	No	13	Yes	USA	>\$10Bn revenue, ~10K employees, HQ USA, Pharmaceuticals	68	Face to face
10	Director of Social responsibility	Manager	Yes	Social & innovation	20	No	USA	>\$50bn revenue, ~100k employees, HQ Europe, Telecommunications	72	Face to face

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
11	Innovation manager	Manager	No	innovation	22	Yes	USA /Europe	>\$50n revenue, ~100k employees, HQ Europe, Telecommunications	53	Face to face
12	Senior strategist	Professional	No	innovation	17	Yes	USA/Europe/Asia	>\$5Bn revenue, ~10K employees, HQ Europe, Various	65	Face to face
13	Innovation manager	Professional	No	Social & innovation	17	Internal change	Europe	>\$5Bn revenue, ~10K employees, HQ Europe, Various	30	Video conference
14	Operations manager	Manager	No	Social & innovation	20	No	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	60+100	Face to face
15	Engineer	Professional	No	No	19	Internal change	US / Europe	>\$10Bn revenue, ~100K employees, HQ Europe, Software	65	Face to face
16	Engineer	Professional	No	No	23	Internal change	Europe	>\$10Bn revenue, ~100K employees, HQ Europe, Software	88	Video conference
17	Innovation specialist	Professional	No	Social & innovation	18	Internal change	Singapore	>\$5Bn revenue, ~10K employees, HQ Europe, Various	82	Face to face
18	Director of operations	Manager	No	No	17	Yes	USA	>\$5Bn revenue, ~10k employees, HQ USA, Finance	30	Face to face
19	Executive Director	Manager	No	Social & innovation	30	Yes	Europe	>\$10bn, ~500k employees, HQ Europe, Consultancy various	60+65+60	Face to face /VC
20	Director	Manager	Yes	No	21	Yes	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	30	Face to face
21	Innovator and strategist	Professional	No	Social & innovation	21	Yes	USA/India	>\$100Bn revenue, ~100K employees, HQ Europe, Energy	95+55	Video conference

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
22	HR manager	Professional	No	Social & innovation	20	No	USA	>\$50Bn revenue, ~100k employees, HQ USA, Semiconductors	78	Face to face
23	Director social responsibility	Manager	Yes	Social & innovation	16	Yes	USA	~\$1Bn revenue, ~1k employees, HQ USA, Retail	60	Phone
24	Manager of innovation	Manager	No	Social & innovation	30	Yes	USA	>\$100Bn revenue, ~100K employees, HQ Europe , Energy	80	Video conference
25	Director of sustainability	Manager	Yes	Social & innovation	26	Yes	USA	>\$10n revenue, ~50k employees, HQ USA, Fitness and apparel	52	Video conference
26	Manager of operations	Manager	No	No	20	Yes	USA	>\$100bn revenue, ~100k employees, HQ USA, Consumer electronics	50	Face to face
27	Executive of innovation	Manager	No	Social & innovation	28	Yes	USA	>\$5Bn revenue, ~10k employees, HQ USA, Finance	66	Face to face
28	Director of operations	Manager	No	No	20	Internal change	Europe	>\$2Bn revenue (est.), ~100 employees, HQ Europe, Telecommunications	49	Video conference
29	Director of sustainability	Manager	Yes	Social & innovation	15	Yes	Europe /USA	> \$10bn revenue, ~30k employees, HQ USA, Food and Beverage.	76+28	Phone
30	Engineer	Professional	No	Social & innovation	21	No	USA/India	>\$50Bn revenue, ~100k employees, HQ USA, Semiconductors	35+ 60	Phone / Face to face
31	Administrative lead	Technical	No	innovation	12	Yes	USA	>\$50bn revenue, ~100k employees, HQ Europe, Telecommunications	124	Face to face

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
32	Manager of strategy	Professional	No	No	23	Yes	USA	>\$10bn, ~100k employees, HQ Europe, Consultancy various	60	Video conference
33	Executive of sustainability	Manager	Yes	Social & innovation	26	Yes	USA /Europe	>\$2Bn revenue (est.), ~100 employees, HQ Europe, Telecommunications	51+60	Video conference
34	Manager of strategy	Professional	No	Social & innovation	17	No	USA	Coalition consulting with many Large for profit MNC	46	video conference
35	Engineer	Professional	No	No	16	Yes	Europe	>\$10Bn revenue, ~100K employees, HQ Europe, Software	52	Video conference
36	Manager of innovation	Professional	No	innovation	36	No	USA	>\$5Bn revenue, ~10k employees, HQ USA, Finance	62	Face to face
37	HR manager	Professional	No	No	25	Yes	USA	>\$50Bn revenue, ~100k employees, HQ USA, Semiconductors	70	Face to face
38	Director of Social responsibility	Manager	Yes	Social & innovation	23	Yes	USA	>\$5Bn revenue, ~10k employees, HQ USA, Finance	24	Video conference
39	Executive of sustainability	Manager	Yes	Social & innovation	28	Yes	USA	> \$10bn revenue, ~30k employees, HQ USA, Food and Beverage.	32	Phone
40	Account manager	Technical	No	No	7	Internal change	USA	>100Bn revenue, ~100k employees, HQ USA, Software/Hardware	54	Video conference
41	Innovation leader	Professional	No	innovation	15	Internal change	USA	>\$100bn revenue, ~50K employees, HQ USA, Energy	54	Video conference
42	Engineer	Professional	No	innovation	22	Internal change	USA	>100Bn revenue, ~100k employees, HQ USA, Software/Hardware	73	Video conference
43	Sales Administration	Professional	No	No	24	Yes	USA	>\$5Bn revenue, ~10k employees, HQ USA, Finance	20	Face to face

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
44	Product manager	Professional	No	No	20	Yes	USA	>\$2Bn revenue, ~5k employees, HQ USA, Fitness	52	Phone
45	Research assistant	Technical	No	No	12	Internal change	USA	>\$50Bn revenue, ~100k employees, HQ USA, Semiconductors	56	video conference and Phone
46	Executive of sustainability	Manager	Yes	Social & innovation	24	Yes	USA /Europe	>\$100bn revenue, ~100k employees, HQ USA, Consumer electronics, and Apparel	60+75+60	Face to face
47	Sales Technical advisor	Professional	No	No	21	No	USA	>\$50n revenue, ~100k employees, HQ Europe, Telecommunications	55+60	Face to face /VC
48	Technical Associate	Technician	No	No	15	Internal change	USA	>100Bn revenue, ~100k employees, HQ USA, Software/Hardware	45+66	Video conference
49	Manager of sustainability	Professional	Yes	No	25	Yes	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	66	Face to face
50	Operations engineer	Professional	No	No	15	Yes	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	70	Face to face
51	Program manager	Professional	No	Social & innovation	10	Yes	Europe	>\$5Bn revenue, ~10K employees, HQ Europe, Various	58	Video conference
52	Director of innovation	Manager	No	Social & innovation	21	Yes	USA	>\$50n revenue, ~100k employees, HQ Europe, Telecommunications	60+68+30	Face to face
53	Operations manager	Manager	No	No	25	No	USA	>100Bn revenue, ~100k employees, HQ USA, Retail	83	Face to face
54	Executive Business	Manager	No	Social & innovation	14	No	Europe	>\$2Bn revenue (est), ~100 employees, HQ Europe, Telecommunications	65+60	Video conference

Interview number	Role				Longevity		Organisation		Interview	
	Role title	Level in ISCO (ILO, 2012)	CSR or similar function	Innovation or Social innovation role	Years of experience	Changed role within 2 years of interview	Work location(s) at time of interview(s)	Source 2017 corporate filings, revenue, headcount, HQ location and sector.	Length (mins)	Type
55	Sustainability manager	Professional	Yes	No	20	Yes	USA	~\$5Bn revenue, >10K employees, HQ USA, Retail	57	Phone
56	Administrative manager	Technical	No	No	12	Yes	USA	Coalition consulting with many Large for profit MNC	57+60+45	Face to face /VC
57	Engineering and innovation manager	Manager	No	innovation	20	Yes	USA	>\$2Bn revenue, ~5k employees, HQ USA, Fitness	62	Face to face
58	Diversity manager	Manager	Yes	No	21	No	USA	>\$50Bn revenue, ~100k employees, HQ USA, Semiconductors	49	video conference and Phone
59	Sustainability manager	Professional	Yes	No	15	Yes	USA	Contractor to MNC >100Bn revenue, ~100k employees, HQ USA, Software/Hardware	65+30	Phone
60	Manager of Corporate responsibility	Manager	Yes	Social & innovation	18	No	USA	>10Bn revenue, ~100k employees, HQ USA, Retail	30 +53	Video conference
61	Executive manager	Manager	No	Social & innovation	13	No	USA	Represents a social innovation coalition contracted with multiple large MNC	61	Phone
62	Manager of social responsibility	Manager	Yes	Social & innovation	21	Yes	USA	>100Bn revenue, ~100k employees, HQ USA, Software/Hardware	60	Video conference

Legend: Role title = role description at time of interview obtained directly or through secondary data and based on designations in (ILO, 2012)

Appendix R Exemplars of tension typology of nature and form

Natures of tensions

Natures of tensions	Description of the tension	Example quotes
<p>Anchored Stable magnitude Stable dipoles</p>	<p>Anchored tensions are often from dipoles that remain in-transient, with both poles of the tension not being significantly modified by either the day to day influences of the organisation, the actions of individuals and the actions of the social intrapreneur. Such tensions often offer paradoxical and persistent poles in the polarising groups. Frequently institutional, organisational or individual behaviours, for example, anchored to long-held ideologies. Tensions such as the tensions between a business field logic and a social field logic in business often exhibit the types described for Anchored tensions. For the social intrapreneur, tension nature does not significantly modify as their socially intrapreneurial activity evolves.</p>	<p>“No one signed to business case to say, yeah that’s great because it meets our CSR goals, no one now signs because it ticks a box of the CSR strategy” Int.04 (IA, i)</p>
<p>Transitional Changing magnitude Stable dipoles</p>	<p>Transitional tensions are defined as Tensions that have changes in magnitude over time while retaining mostly the same polarising structure. In the observed transitional tensions in this study, there are often changes in the level of focus on mission, goals, leadership, macroeconomic factors such as world oil prices, or environmental regulations were observed to be related to transitional tension cases. This group of tensions exhibited a change in the apparent (as perceived by the social intrapreneur observer) magnitude of the tension with time, either becoming more or less intense. What did not change in this particular tension-type was the causes of the tension, i.e. the dipole ends (polarising elements) of the tension These more dynamic tensions were labelled Transitional tensions</p>	<p>“CEO is saying we want to be the most innovative company [in our category]. Build a culture for [Social] innovations. And then [months later] he said that innovation learning is not a priority for the company and there are other battles to fight something like that. And there’s no value business value”. Int.21 (T,i)</p>
<p>Generative Changing magnitude Changing dipoles</p>	<p>Generative (mutable) tensions are tensions that have demonstrated that when the original tension is acted upon and, in some cases, navigated, there is a resultant emergence of new tension types. Essentially the tension dipoles morph into different dipoles creating or generating a new tension. Although not as frequently observed as the tension types of anchored and transitional behaviours, the case for generative tensions was still frequent throughout the data. The most common configuration of generative tensions is a two-step manifestation: Step 1 is related to a tension being addressed, the outcome of this action, for example, an organisation legitimisation of support for a social initiative, results in other groups (with alternative social agendas) in the organisation becoming marginalised. The marginalisation of this other groups, by, for example, removing resources or attention, may result in new tensions or issues being created, that were not present before the original tension was subject to action.</p>	<p>“Of course, you’ve got the social side of the business is saying wow, this is really impactful, and this is amazing, but they don’t have the leverage to drive other side of the business that’s going to hand over the budget” Int.04 (G, i)</p>

Forms of tensions

Forms of tensions	Description of the tension	Example quotes
<p>Ideological Values, logics, missions</p>	<p>Tensions that have dipoles resulting from values, mission and purpose differences between the social intrapreneur and their context are designated ideological tensions. An example is when tension is created between the for-profit enterprise (utilising a business or market logic) and the social intrapreneur using in many cases, a social or sustainability type logic. These ideological differences would form the dipoles of the tension.</p>	<p><i>My Senior VP said "we're not here to change the world", but I think you are [the company] needs to be a leader in these areas. They are innovative [leaders] in engineering, in supply chain, in program management and design. Why not sustainability? In a Corporation there is not only frustration but challenges in that you can only go so far" Int.46 (A, i)</i></p>
<p>Structural Physical, power, organisational</p>	<p>Tensions that have dipoles resulting from structural elements within the social intrapreneur context are designated structural tensions. Tensions of this nature were observed relative to organisational structures, placement of the social intrapreneur within those structures, hierarchies, and organisational forms. This group of tension natures is broad, spanning many contextual elements of the social intrapreneur. Tensions exhibiting this nature occur when intrapreneurs are by reporting, or by physical location (put in other buildings) separated from the core of the MNC giving rise to a "them vs us" tension with its genesis in the structure that created it.</p>	<p><i>Another barrier was the integration of multiple teams, Product sustainability had a person, facility sustainability had a different leader, and then there was the CSR team. There is no [unifying] forum to align teams. We should have operated together. There was no overarching CSR approach. Int.46 (G,s)</i></p>
<p>Processual Processes, embedded behaviour, rules</p>	<p>Tensions that have dipoles that result from processes, rules, and norms within the social intrapreneur context are designated processual tensions. Tensions of this nature were often observed relative to organisational, departmental and group processes, ways of doing things, and embedded behaviour, and rules</p>	<p><i>"the security guy, he comes in and plays the role of god "you can't go there and don't ask why I know things you don't know, but there is no way you can go to that country" OK don't ask questions. If you do question, they [security] go straight to the top and say he is questioning my opinion and is against the security our people. The same with legal, on high there is this dictate that says we must have legal entities, that gives you.. you must create this million-dollar legal entity in Ethiopia if you want to be there and that will take a year. Sorry we can't do that, well you can't work in Ethiopia" Int.19 (A,p)</i></p>

Appendix S Selection of quotes related to tension findings

Master Themes	Constituent Themes
Field logic 1. vs Field logic 2.	<p>Dogmatic business logic vs social logic (139)</p> <ul style="list-style-type: none"> • “if you're sharing half of a \$450 million pie - just the impact to the business. The perception is like, 'We could have the whole \$450 million.' They're just not willing to take the risk [on a social initiative]. I mean, it's a risk-reward thing, right? And the irony is that they haven't taken anything to market yet. So, actually, they're missing out on the whole \$450 million pie right now. But they can't see that. They would rather have zero[social] risk” Int.52 (A, i) & Impact • there's a strong trend towards transparency and you know people want to know where their foods come from and they want to know how those foods have been grown, the values behind that and so forth. You know I think there's it's harder to demonstrate to them because you're so focused on the short term. The short term is in the US is a lot stronger I feel than it is in Europe. You know everybody is pressured to get any results but somehow, I feel it to be more for forceful in the US. So, when you say short termism you're talking about like quarterly revenue results Int.29 (I,A,I) & Impact • The culture here is extremely quarterly driven so much that in a very tangible way we have a target of number of workshops so incentives and sort of measurement is another really important piece to this where we have fought pretty head not to have a revenue target [for the social innovation team]..Int.31 (I,A,i) & Impact • it's not like diversity and inclusion is of the top 3 things our co-founders' radar. .Last year is when we went public while focusing on the road map. There's always like new kind of merger and acquisitions. There's always like one of our issues that are like a trying to get you know getting products to market, there's the stock price or whatever. It's just clear that like it's not up there you know. Int.44 (I,A,I) & Impact • “ it's all about making money and forget everything else and it's your fiduciary duty to do that. It always jarred” Int.19. (A, i) • 'hey, it makes more money, it makes drilling easier' which are always going to be priorities in a for-profit business. Int.24 (A, i) • “if you look at their list of priorities and the list of their top things, things that they have to get done for the year, that wasn't on that list [social innovation and social good] and it wasn't necessarily contributing to that list and you know these were typical business deliverables that they were in charge of ” Int.01 (A, i) • “The CEO, he said "It is good for society but not for [our company]” Int.24. (I,A,i) & Impact
	<p>Co-existing business logic vs social logic (75)</p> <ul style="list-style-type: none"> • <i>“But quite often the social elements that with a handful of people in the organisation with minimal budget and to be honest the minimal influence in the bigger strategy and decision making in the organisation. So, you know, it hard of enough doing innovation and then on top of that if it doesn't stand financially and aligned with the core to the business that it's social one, it makes even doubly hard” Int.04</i> • So there were real discussions about that and you know we took that call at that point but there probably other calls that went with more of the business aspects of things and making sure that we are credible business to those consumers so you know those are some of the dilemmas and tradeoffs that we have. Int.33 (I,T,i) • “you've got the social side of the business is saying wow, this is really impactful and this is amazing but they don't have the leverage to drive other side of the business that's going to hand over the budget”. Int.04 (G, I) • “The Company .. is still going to do what it takes to make money [vs social good] ... it's nice that we can make people feel very welcome. And so forth but you know the bottom line is that it's a business objective. I think that the top layer although they won't admit it but everything that I have stated about bottom line business line is that's how they see it”.Int.22 (T, i)

Master Themes	Constituent Themes
	<ul style="list-style-type: none"> • we need to first make sure that we have to sell phones and is the amount of phones enough to be able to make a profit in Germany then, that is not really a kind of an if/or decision that you put next to a decision should we invest in an e-waste project. By definition if we don't do the first we can't do the second either, it's not a choice, you really need to make sure that you have sustainable business. That you have some money to also pay for our people salaries in the operational processes that you need to sell the phone and before you can actually build on top of that and reserve money for impact projects. Int.28 (I,T,i) • "But quite often the social elements that with a handful of people in the organisation with minimal budget and to be honest the minimal influence in the bigger strategy and decision making in the organisation. So, you know, it hard of enough doing innovation and then on top of that if it doesn't stand financially and aligned with the core to the business that it's social one, it makes even doubly hard" Int.04 (I,G, i) • If it had a social aspect, you had to tell people ten times it was for profit. And it would always be why is the foundation [philanthropy group] not doing this? No! no! this is for profit and you would be battling this in every conversation. If it had any social, tree hugging goodness to it people would be confused" Int.11 (I,G, i)&impact • "where we felt like people had our best interest in mind but because it feels like we're constantly having to make the case over and over again it's still not sticking." Int.31(I,G, i)&impact • However I was getting to the point where it was frustrating to make the same argument to justify over and over again. Int.19(I,G, i)&impact • And increased scrutiny, And it would be every time, every time you opened the conversation, you would get this challenge question. You would half way through a 2 hour or 1 hour conference call and ...you would get the question why is this not with the foundation [philanthropy group]. "Because it it's for profit!!" right, no one could separate that it could be for profit and social good. Int.11(I,G, i)&impact • "So and what I already know, this is when I came here a year ago, was that, yeah, that some people find it difficult to merge the agendas [merging of two logics] and seeing that it's just one. There are also people that left because of that. Not because of concrete things that happened but more because they're seeing the balance of the focus changed into more balanced one from both sides" Int.28 (I,G, i)&impact <p>Social field logic 1. vs social field logic 2. (60)</p> <ul style="list-style-type: none"> • trading off maybe between social impact and environmental impact and , often you have to choose one over the other... I think on the you know broad example side, we tried to stay as focused as possible with a few issues not trying to tackle everything at once Int.33 (A, i) • "we had the moral dilemma of whether to bribe customs officials to ensure our sustainable and socially produced goods reached their target markets" Int.33 (I,A,i) • So, you know, one of the barriers I see in terms of whether, whether [the company] steps in and helps that or not as when you're talking social because that is in a place such as Syria, you also the, the company now has to consider if in addition to the social aspect. They have to consider all of the political implications and peer implications. Int.04 (I,A,i)

Master Themes	Constituent Themes
	Pro-social individual vs non-social organisation (65)

Master Themes	Constituent Themes
Organisational values vs individual values	<ul style="list-style-type: none"> • <i>"I think for them this is a job but for me it's, it's, a mission and my values. And if I know that this is what they're trying to do I want to make sure that we're doing and that the best most sustainable holistic way possible. I think when they finally understood where I'm coming from. There was more room for discussion, but they still wanted to keep the reigns pretty tight" Int.03 (A,i)</i> • <i>"it gave me a great warm feeling, but [the company] doesn't give a shit about these things, it's not part of the business case of [the company]" Int.19 (A,i)</i> • <i>"our corporate managers who are in California honestly, I don't think they care about sustainability at all and I don't think they understand it". Int.59 (A,i)</i>
	<p>Pro-social individual vs pro-social organisation nonaligned (59)</p> <ul style="list-style-type: none"> • <i>As we didn't get whole out of publicity from [the company] for this program. We get recognised by the state with respect to our contribution but as far as the STEM component if, if we were mentoring all STEM students it would be a lot more publicity for what we're doing.... what most companies do is they have sanctioned events that they prioritize and long running with whatever their, their goal or whatever will be for that year that quarter but with this being something that we created ourselves..... we would have been able to get a lot more publicity from the [the company] side if it [the initiative] had fit squarely into one of their top pillar things, but that is not the reason we were doing it but we were able to make an impact and make it sustainable it was something that we had passion around and wanted to do for the right reasons. Int.58 (A,i)</i> • <i>"Because of this focus on impact investing a lot of the Community Based Organisations, have been losing out For example, Youth Radio is a community organisation and they're like, you know, often we're about technology teaching kids about technology and so forth but we're not in impact investing? And so, she was saying that we're losing funding" Int.06 (G,i)</i>
	<p>Non-social individual vs pro-social organisation (23)</p> <ul style="list-style-type: none"> • <i>"The way that Bob built the team is that it's a core group of people that manage the program and everyone else is volunteers and that's the way he built the program was designed that way. Now the reason why I don't go and join the core team is because frankly it's a pay cut for me. I make a lot more money doing what I'm doing" Int.47 (A,s)</i> • <i>I mean, this, just the way he operates it really ran against the philosophy of field event, you know, it's very collaborative. And, he was just, he was just from a different world.... he was all about command and control. Int.51 (A,i)</i> • <i>By the same time, the downside that I see is that in terms of more greener sustainable materials for the consumer front. I am aware that those materials do not need to be that pricey.... but somehow, they became so pricey, because so-and-so is using them for the Malibu house or the estates. So to me as a regular consumer it put a bad taste in my mouth. Int.50 (G,p)</i>
	<p>Stated vs actual values vs social intrapreneur (210)</p> <ul style="list-style-type: none"> • <i>"They have had little to no interest in our innovation team actually executing [social innovations]. What they really wanted was a great marketing story. In fact the innovation team was put under marketing." Int.11 (T,i)</i> • <i>"Done the next one, then the next one and so on and never delivery anything. But it just that when you are not that person, that does not drive you. Our driver was to deliver and have some [social] impact" Int.11 (T,i)</i> • <i>"and consequently, we both ended up leaving [himself and a second leader of social innovation]. Int.11 (G,i)</i> • <i>"then you start to talk to people higher up on the corporate side of Fit and then you realise that yeah they're going to keep me, but not because they care about sustainability because they think they can use me to make them look good" Int.59 (G, i)</i>

Master Themes	Constituent Themes
Organisational structure vs social intrapreneur	<p>External facing structures vs social intrapreneur (201)</p> <ul style="list-style-type: none"> • <i>An environment which doesn't work, a toxic environment, is people standing in the way, where the PR Department needed to vet everything going out of the company and this limited any innovation. Int.33 (A,s)</i> • <i>"So, the idea was like with [in review by the] marketing department, when I talked them...I tried to point out the scale that this one young broad network will bring us, the...the stage, the publicity, and for them, for this guy who has the task to review this, he's used to reviewing the other kind of marketing strategies [Business to business], and for him, after...after one month asking questions and stuff, then finally he said, I cannot decide on this" Int.35 (A,s)</i> • <i>"So that's the other challenge around getting project approved on moving forward. Generally there's not actually a bonus because if you PR yourself as a large organisation that you're doing good, you're opening yourself up to everyone to find holes elsewhere, you say, yeah, but you're not doing this, you're not doing this" Int.04(G,p)</i> • <i>So, you know, one of the barriers I see in terms of whether, whether [the company] steps in and helps that or not as when you're talking social because that is in a place such as Syria, you also the, the company now has to consider if in addition to the social aspect. They have to consider all of the political implications and peer implications. Int.04 (IA,s)</i> <p>Hierarchical structures vs social intrapreneur (183)</p> <ul style="list-style-type: none"> • <i>" I felt when I talked to different people; they just said oh, this is not our responsibility. That is the Seattle team responsibility. Or this is not my responsibility. This is a supplier's responsibility. " Int.50 ,(A,s)</i> • <i>Another barrier was the integration of multiple teams, Product sustainability, had a person, facility sustainability had a different leader and then there was the CSR team. There is no [unifying] forum to align teams. We should have operated together. There was no overarching CSR approach. Int.46 (G,S)</i> • <i>" And when they all fought for different reasons on how to overturn that decision they said oh well I bet you that the suppliers that the supply chain team is selecting have crappy Social performance, right!" Int.14 (A,s)</i> • <i>"The managers don't seem to understand the value proposition behind why it's valuable for their employees to go to an event like that. And take time off v still be paid when they're not doing any work. So that that huge, huge struggle that we have." Int.45 (A,s)</i> • <i>I thought some of the other barriers to growth and success would be a lack of collaboration between WIP and the other communities. Because we've got people out of company that might be half Native Amlnt.24an, half Hispanic. They are a woman they are technical maybe they are trans-gender and they d know what community to call home. And they don't want to take the time to get involved in so many different communities. So, they don't know where to g they kind of pick whichever one they feel the most affinity for. Int.45 (G,S)</i>

Master Themes	Constituent Themes
Organisational process vs social intrapreneur	<p>Functional processes vs social intrapreneur (199)</p> <ul style="list-style-type: none"> • <i>They need 100% compliance with [company] policy. So where we had a work around a policy or someone turning a blind eye, we suddenly had to comply with policy and these are policies where, they make a \$85 Billion monolithic company successful, but they are not the policies that will allow it to get to constructive [social innovation] challenger business. Int.19 (A,p)</i> • <i>"[The company] cannot currently earn money with apps; mobile apps. So this is another problem I see that we as a software company cannot participate in that market... One is that our board was not able to work a contract." Int.16 (A,P)</i> • <i>"That is just not my standard protocol. I don't need to do that." However, it goes back to the point like process. Yes, it's a good thing. However, it should be also nimble enough to introduce somewhat other..... The resistance was generated, unfortunately, by the process" Int.50 (A,p)</i>

Master Themes	Constituent Themes
	<ul style="list-style-type: none"> • <i>“the security guy, he comes in and plays the role of god “you can’t go there , and don’t ask why, I know things you don’t know. but there is no way you can go to that country” OK don’t ask questions. If you do question, they [security] go straight to the top and say he is questioning my opinion and is against the security our people. The same with legal, on high there is this dictate that says we must have legal entities, that gives you.. you must create this million-dollar legal entity in Ethiopia if you want to be there and that will take a year. Sorry we can’t do that, well you can’t work in Ethiopia” Int.19 (A,p)</i> • <i>She was very compliance driven she said you cannot just go and meet people at MIT, We have to know who you are meeting. Why you are meeting? Int.21 (G,p)</i>
	<p>Metrics vs social intrapreneur (59)</p> <ul style="list-style-type: none"> • <i>“said frankly we should be charging commercial rates” we were told ... but it was it was [a non-profit] they were picking up the bill... the project will not happen someone will not do it.. If you have this business model that one size fits all, it’s ridiculous”, Int.19 (A,p) & Impacts</i> • <i>running even with this project, we were measured. I had a P&L and I had to break even – even in that year, Int.19 (A, p)</i> • <i>And [the company] said oh you can’t do that we were not allowed to tell them what our diversion rate [sustainability metric] is and I said well why not. And they said because our data is confidential and, because of real-estate and facilities, apparently gave the impression that they didn’t want employee engagement. Int.03 (A,p)</i> • <i>" There the hard work is how do you do this because if your line management finds it out it annoyance. They haven’t hired you to setup this um social movement in [the company]. They have hired as a petroleum engineer" Int.21 (A,p) & Impacts</i> • <i>“Because there was always what is my ROI? [from my manager]. What are we going to get a return on, and sometimes the answer is that we’re going to meet our zero waste goal. You may not make a ton of money but you’re going to meet your zero waste and you’re going to do it in a way that is the most ethical and the most right way to do it”. Int.03 (G,i)</i> • <i>" So, when it comes to putting your money where your mouth is and putting the investment towards it or freeing up your, your engineer’s time for you know three to six months to help develop a product suddenly things just shutdown. I think there is a fundamental flaw in the, in the way that we are in the process and in the way that we are, in the process, in the way that we are driving these innovations internally" Int.38 (A,p) & Impacts</i>
	<p>Incentives vs social intrapreneur (45)</p> <ul style="list-style-type: none"> • <i>“There was no reward system in[the company] for pushing the boundaries”. Int.11(A,p)</i> • <i>“The company appears to have a risk aversion and focuses on cash cows Focus on brand protection and customer integrity. High levels of complacency and not wanting to Fail. A company culture based on no failure, safety, and social safety. There are no rewards for risk” Int.18 (A,p)</i> • <i>“So it was, it was just an interesting reinforcement structure and it goes back to this middle layer issue again. I think that’s where the incentives really help in alignment of the organisation” Int.56(A,p)</i> • <i>It simply makes it impossible for the existing sales organisation to sell new products with smaller deal sizes. Int.16 (A,P) & Impacts</i> • <i>I think that that is if you talk to any of the senior leadership in [the company] they’re going to say that that’s why we exist is to help those sales people have better conversations. Int.31 (A,P)& Impacts</i> • <i>for us, even in this corporate organisation, we didn’t have any huge gains from this, we didn’t see a huge bonus, the only benefit we got was we could work on a project that we were in with our hearts, I didn’t even get a dollar more in pay, we didn’t even get promotion Int.15</i>

Master Themes	Constituent Themes
Leader/Manager vs social intrapreneur	<p>Leader vs social intrapreneur (185)</p> <ul style="list-style-type: none"> • <i>My Senior VP said "we're not here to change the world" but I think you are [the company] needs to be a leader in these areas. They are innovative [leaders] in engineering, in supply chain, in program management and design. Why not sustainability? In a Corporation there is not only frustration but challenges in that you can only go so far" Int.46 (A,i)</i> • <i>" although intrinsically they are enthusiastic and willing to help. Actually, getting them to execute on that help it's been really, really challenging. "Int.45 (T,s)</i> • <i>"he would get excited about the things we would bring to him but then wouldn't really follow through on any of our requests., I really believe it was just that he had his own agenda" Int.60(T, i)</i> • <i>" I ask myself a lot the question of the you know I'm a believer in grass roots engagement. I'm a believer in looking at that layer and all these people who are motivated and want to push themselves to try new things and you know the executives kind of just say like as long as you can do what you're supposed to do go for it."Int.31 (G,s)</i> • <i>" it definitely seems to us that like it's not like diversity and inclusion is of the top 3 things our co-founders' radar. Last year is when we went public while focusing on the road map. There's always like new kind of merger and acquisitions. There's always like one of our issues that are like a trying to get you know getting products to market, there's the stock price or whatever. It's just clear that like it's not up there you know." Int.44 (A, i)</i> • <i>I would say is the most compelling investments that we made were the ones that always had great encouragement and support[from my leader], but when push came to shove in the business, they always got cut . Int.24 (T,i)</i> • <i>" will occur but in any event I think that um the bigger resistance that, that we're finding is with obviously with middle aged white leaders." Int.22 (A, i)</i> • <i>"Their VP is not open to new things like this, he is very traditional. Operations can be hierarchical, old school, traditional structure with Patriarchal thinking.....And the VP is from that School. " Int.44 (A, i)</i> • <i>"I still attribute maybe the biggest factor is that this thing should not happen at the CEO level 2-3 years ago and the state of the company, his 3rd or 4th slide in his deck, thinking about [social] innovation, so it is front and center and Everybody is talking about it"Int.27 "you should add it back, this and that, and he wouldn't hear any of it because I am sure it was debated by his staff. And that really was what's started the pendulum shift the other way". Int.27 (T, s)</i> • <i>[The CEO] "said he didn't believe in innovation. he didn't believe in innovation; he didn't want to do innovation" Int.11 (G,i)</i>
	<p>Manager vs social intrapreneur (101)</p> <ul style="list-style-type: none"> • <i>" It's the middle tundra, it is that middle layer, there is something lost in translation coming down from the top and I think it has to do with if you had a really strong leadership who were aligned with innovation as part of the purpose and things like that then you would get it trickled down. I think because it's kind of like sure just don't screw up too bad. It doesn't make it through that frozen layer in the middle to get down to the bottom." Int.31 (A,s)</i> • <i>" so the top managers are say we need to be more innovative and they leave it to middle management to figure how so they have some idea of we're going to write a paper, we're going to do some R&D or whatever it is. The grass roots are doing it and they're saying hey, hey over here we're actually having some impact like we want to make it scale-able. We want to go up and then it's that idea of like there's a total misalignment of what it means to be innovative kind of coming and getting jumbled up in that middle" Int.31(Ind ,A,s)</i> • <i>"I was onto my third stage of leadership support. Who I was finding I needed to re-convince them of the 1.0 business case, let alone the 2.0 or the 3.0 business case" Int.19(Ind ,A,s)</i>

Master Themes	Constituent Themes
	<ul style="list-style-type: none"> • <i>However, messages were not being funneled down to the people who should be providing all the data. That is lack of communication number one. And the miscommunication was actually middle management to senior management." Int.50. (A, s)</i> • <i>" I think that Int.53 wants to. It's just time pressures. You know he tries to do everything proactively with this team suffice to set a good example. " Int.14 (A, s)</i> • <i>" I felt when I talked to different people; they just said oh, this is not our responsibility. That is the Seattle team responsibility. Or this is not my responsibility. This is a supplier's responsibility. " Int.50</i> • <i>" I have a boss who's a lovely human being but who is in the wrong bloody job and so when he presents, he actually does our portfolio a dis-favor because he doesn't believe in it and you can tell. And he's very insecure and that makes him then babble on and babble on so there's a combination of just lack of substantive knowledge, not buying into the portfolio" Int.13 (A, s)</i> • <i>"Bob however comes off a, a tree hugger. That's not bad but it, lowers general credibility" Int.46.</i> • <i>"My line supervisors , those have absolutely no idea what the hell I'm I doing" Int.21</i> • <i>" I approached the head of the Shop and I said you know we're ready to present and he said look you don't understand it. He said the executive level people who are funding me funding the Shop they don't want it." Int.42 (A, i)</i> • <i>"Like, I think everybody kind of got that it's good. You know, everybody's like Yeah, we should totally do something to help non-profits, but it was like, but who's going to, you know, it's still the kind of decision was like, until I hear from above, I'm not doing it."Int.62(A, p)</i> • <i>"What really started to kill us in the later phases, and put a lot of pressure on me personally, ... is middle management, if you call it, junior partner level people. Following orders and doing their job. They don't immerse in the risk management" Int.19 (A, p),.</i> • <i>" Probably the biggest being getting your Managers to say yes you can take out for a week that probably was the hardest piece" Int.27 (A, p)</i> • <i>"the major challenge that I experience, and I think this is true not only of WIP but other diversity communities. Getting manager support for employees to participate in these events." Int.45 (A, p)</i> • <i>"this layered cake of grassroots as engagement and alignment. There is a middle layer of years of resistance, because, those are maybe the people who have most to lose by it being successful and then an upper level of people see the bigger picture." Int.51 (A,s)</i> • <i>"I think it was some jealousy also because I had direct access to the CEO. And you know I was creating these projects um that, that even though you are VP of social performance you don't have the freedom to do what I was doing. And so it creates a lot of jealousy between your peers and even your line supervisor sometimes." Int.21 (A,s)</i>

Master Themes	Constituent Themes
Social intrapreneur vs self	<p>Purpose vs Career (83)</p> <ul style="list-style-type: none"> • <i>I quickly learned about, they [social intrapreneurs] weren't taken seriously, didn't have a seat at the table. So, when I got there I got I naturally think about how could we do things differently, how could we innovate, and at the time [social] innovation was a dirty word, to much risk, career risk...Int.12 (A,i)</i> • <i>They love to see people fail [social intrapreneurs] and so it brings with it of why do you think you're so special? And you know what's so special about you?. It is a challenge in how to manage that perception of my career being different than other people. Int.47(A,i)</i> • <i>And, yeah, it was, it was just miserable to collaborate with him. But, luckily he just provided the funding and didn't intervene too much , other than , to take credit for it. Int.51</i> • <i>When [the company] Research department took it on, just before they started getting all of this press. They'd worked I believe with some of the internal marketing groups and several internal articles and so on and my name was never mentioned. So even though I'm a co-author of the patent I you know I drove a lot of this it was a little disheartening to see the articles come out and my name was not even mentioned. Int.42</i>
	<p>Marginalization from the collective (103?)</p> <ul style="list-style-type: none"> • <i>I don't fit anywhere, but I feel I offer so much value, thinking how we can do this bigger, better, differently, right and there is no one hiring these sorts of people, I stood out, I did not fit in. Int.12 (IA,i)</i> • <i>Others describe the feeling of standing out by being considered a weirdo (Int.05), being a salmon swimming upstream (Int.34) or being marooned on a desert island (Int.21) .</i> • <i>It is a challenge in people's understanding of particularly how that applies to business. But that helps me remember that I am bringing value, because I'm different, ... like I found myself sort of on the kind of weirdo spectrum,..... Int.05(A,i)</i> • <i>all that stress, ... And I think that's why now we see either before we would consider ourselves by the salmon going up stream Int.34(A,i)</i> • <i>I was deserted on an island called social performance you've to continuously believe that standing alone is the best thing on the planet. Int.21(A,i)</i> • <i>I can always leave [the company] and do something with someone else but I think I need to find this. That it's a lonely journey I must tell you that. Int.21 &Impacts</i> <p>• <i>I'm trying to constantly build a little business, a small business within a large company. I feel many times very alone in that effort which is very typical for entrepreneurs. It's a very isolated role, even though there's lots of passion around it and everyone wants to join in. Int.38&Impacts</i></p>
	<p>Bandwidth for intrapreneurial activity vs other activity (47?)</p> <ul style="list-style-type: none"> • <i>I thought some of the other barriers to growth and success would be a lack of collaboration between WIP and the other communities. Because we've of people out of company that might be half Native American, half Hispanic. They are a woman they are technical maybe they are trans-gender and they don't know what community to call home. And they don't want to take the time to get involved in so many different communities. So, they don't know where to go and they kind of pick whichever one they feel the most affinity for. Int.45 (G,S)</i> • <i>African-American affinity group or the women's group but, but yes sometimes people get fatigue by being involved in too many things. Int.58 (G,S) &Impacts</i> • <i>call it burnout Call it whatever it's very easy just in terms of the company, as an intrapreneur not feel a lot of that support that you need in order to keep and continue to push. I'm sensitive to that myself and try and place enough balance, I'm not yet getting into a situation where I've taken things so serious that like you know affecting my health, but I am not surprised a lot of intrapreneurs suffer some level of burnout, Int.41&Impacts</i>

Master Themes	Constituent Themes
	<ul style="list-style-type: none"> • <i>I was at [the company] for years of doing it in your spare time, it's like a breakout activity and get it some time to work on so here's the problem, I mean there is no spare time you're already working 18 hours a day yeah Int.26&Impacts</i> • <i>I assumed that the job that I would end up doing would have nothing to do with my personal like life's purpose and that my life's purpose will be fulfilled by all the things I do outside of work..the biggest concern that I have is sustainability, can I continue to do this for a long time? Can I continue to make a living doing this ? Can I do this in a way that's not going to place an unreasonable burden on my partner, my family? So making sure that I'm not kind of running myself into the ground is the biggest kind of looming issue that I need to deal with. Int.61&Impacts</i> • <i>It has to be embedded in this business and it has to keep starting other initiatives. My energy will not be there forever so it's got to be other people's energy and other people's commitment to it. Int.29</i>

Appendix T Selection of quotes related to navigation findings

Navigation By	Master Themes	Constituent Themes
Social intrapreneur	Legitimize	<p>Manipulation and framing</p> <ul style="list-style-type: none"> • <i>Secrets to success social intrapreneur. Understand internal stakeholders, get them involved, keep within company values, risk-taking get out there and fail.Keeping things simple and aligned with the culture and language of the company, and anything you can do to times with the culture and values the company you can do to embed in the organisation. Having those internal conversations and keep it a lined with the value propositions of the organisation. Int.33</i> • <i>“Some people get it and that’s the beauty of you know Casper the ghost. Some people find Casper an innovative idea very cute and lovable and you know kissable. But many, many, many, many, many others find Casper to be very scary because they don’t see anything.” Int.21. (fitting in standing out)</i> • <i>“transitioning out of pure sustainability conversation and metrics, and using sustainability in a meaningful way to contribute to traditional business metrics. That’s what got me to the place I was where the company business units and business owners were owning sustainability outright. They were embedding it into their work processes. Int.01</i> • <i>I was, by the shifting the language of the conversation from here’s your sustainability targets “ it aligns with the values” of the company go meet them to frankly say, “You tell me how your success measured as the leader of the business and I’m going to show you how the sustainability program, this Green Building Program is going to contribute to the metrics Int.01</i> • <i>This did not give the individual any individual benefit but they say that for every kilometre or mile driven we donate one Euro to this particular charity which was bringing education to third world, we have a wall of 20 kids faces [photos], and we filled up the donations for these, actually we had to extend the wall since we ran out of kids to donate to Int.15</i> • <i>I think one of the success factors is you have to know the organisation very well, and if you’re new to the organisation you need to spend a lot of time understanding the business and the process sees and the cost culture of the people. You need to also be credible in your area of expertise in your field. You also need to have strong soft skills the ability to engage personalities and personalities traits, this is common business arm restraints but there does need to be a strong emphasis on those soft skills. Really good listener, and truly understand what the other person is saying. There’s listening skills are critical, as Elvis Presley said walk a mile in my shoes. Work out how they tick and then work out a strategy. Work out the appropriate argument internally, and how your message out to the business. These rules take patients and if you’re not careful you will be reviewed as an outsider and you need to choose your battles and two wins and stay focused and walk on the long-term vision of where you want to take it to. Int.33</i> • <i>It means that when people would talk to me, I would use language that they could understand and it gave them the confidence that the variables I was thinking about were the variables that they would be thinking about. And then I could go over here and have a conversation with the other people.Int.24</i> • <i>Int.29 - everybody knew my voice was from somebody who came from that brand team and understood. So I had that credibility 22:59 that I knew what I was talking about but on top of that you know I was able to create that condition that you can only do this if you invest.</i>

Navigation By	Master Themes	Constituent Themes
		<ul style="list-style-type: none"> • <i>Int.46 belief system because I come from a supply chain background, and I have seen and been to workers dormitories and factories, that defines my motivations, Tim however comes off a, a tree hugger. That's not bad but it, lowers general credibility.</i> • <i>[you really need] People that could be comfortably authentic and you know, and ambidextrous, communicating with people, fitting in and standing out Int.24</i> • <i>The empirical observations showed this as an effective navigation in many cases, however it has the disadvantage, as Int.03 observers that one must become part of the system to change the system. The act of becoming part of the system usually comes with expending extra effort and time.</i> • <i>Int.03: Sure. Um you know for me I think you really have to be a part of the system to change the system and you know I've, I've done activism. I have shifted my whole life style and kind mirror what I believe but it only goes so far and for me to have an opportunity to work within a system such as Diskco corporate headquarters. I wanna make a splash. I wanna, I wanna really kind of shake up what is happening and how can we shift it really be authentic and be the right thing to do.Int.03</i> • <i>So to be able to change the system through becoming part of the system you have to be able to move according to that system as well.Int.54.</i> • <i>a massive lesson learned, in terms of you can be disruptive to a certain extent, but you're constantly learning the parameters of how far the company is willing to stretch. And it comes back to how far can you push the processes and structure?Int.04. {the bounds of intrapreneurism}</i> • <i>You know, no matter how, no matter how vocal a company is around communicating in public relations around sustainability, if all you ever see is a face of the sustainability person at a company, you should be, you should be leery of their, of their success. And so, you know, I'm glad you mentioned that because that, that's a sign of success within a company is when, you know, the President, the Vice President, the Executive Vice President whether an operations team or a supply chain team or, you talks about social impacts.Int.01</i> <p>Shared value generation</p> <ul style="list-style-type: none"> • <i>"social innovation and shared value are very related terms to me. Shared value we've been exploring that for many years is really where you intentionally solve a social impact challenge or a social by really leveraging your deepest, your assets right? Your core assets as a business, while also making money doing that" Int.38</i> • <i>"When we look at social issues and big social unmet problems that have not been solved and that is where we can have a measurable impact, we've spent the last couple of months really trying to understand where our focus should be and how we can innovate. Our focus for CSR is evolving to be accelerating pathways of prosperity for youth because we see it as a large market potential, we see it as the biggest challenge our future generation is going to face in terms of youth unemployment, and massive rising debt levels" Int.38</i> • <i>at a high level where I see the barriers, if these innovations are not driven by the core business objectives. If it's not driven by a mandate from the business because it's something that we can, we can evolve, and we can solve for in the long term then it's just not going to fly Int.38</i> • <i>large air shipments due to a lack of discipline in the supply chain. To impact is huge cost impact but also huge environmental impact and I got the CFO, excited about reducing air shipments, and everyone in supply chain had in their bonus metrics minimizing air shipments. Int.33</i> • <i>Now we don't use shared value within [my company]. I've seen other companies use it but We don't use it. We just talk about you know win, win, win, you know it's a smart growth so yeah but it's driving value. It's driving social impact and business growth. Int.29</i> • <i>my role really is about how we impact value within these initiatives and how we embed it. How we embed sustaining into the growth strategy of [the company] globally. So I walk that fine line but my job is much more about hey how do we make sure that this is part of</i>

Navigation By	Master Themes	Constituent Themes
		<p><i>our innovation pipeline and how do we make sure this is right for our thought leadership. How do we make sure that our brands are thinking and looking at sustaining as a way to build their brand equity and to grow into the future because otherwise it's a patch? Int.29</i></p> <ul style="list-style-type: none"> • <i>There is frustration from people who have a great idea, but it doesn't meet the Shared Value criteria like, "Hey, I have this great idea which is kind of relevant for [the company], but it doesn't really meet the Shared Value criteria. How does their life [as a social intrapreneur] differ versus someone who matches Shared Value criteria really well? In terms of getting their innovation off the ground! Int.36</i> • <i>It doesn't mean that we solve-- that we solve them all, it doesn't mean that we have the programs to, you know, we don't have all the solutions but we, we are very good at trying to understand where we should focus our attention and how deliberate we should be in solving that. I don't know if you're familiar with the term shared value Int.38</i> <ul style="list-style-type: none"> • <i>We don't have that level we don't operate that way at PopCo. So even if we have huge support from our CeO he is not going to pressure his VP's to put money behind that initiative. He still wants us to demonstrate how this demonstrates a win win win. Int.29</i> • <i>So you're, you're leveraging as an opportunity to build a business but have massive social impact at the same time and that's a philosophy we take. So for us it's, you know social impact is not about just writing a bunch of grants in the old philanthropy model. Int.38</i> • <i>It's really about, if there is a really big challenge we want to solve it by leveraging our business and using our business solutions and at the same time either have that create a new market for us. It helps us create new products, tools and other. Int.38</i> • <i>So for me at a high level where I see the barriers is one, if these innovations are not driven by the core business objectives. So if it's not driven by a mandate from the business because it's something that we can, we can evolve and we can solve for in the long term then it's just not going to fly. Int.38</i> • <i>So, I think the shared value and more of the innovation approach as the longer term one that kind of keeps on ticking on the background where you have to keep investing resources which is time, money, people, thought leadership, all kinds of different paths to then look at a long term game changer and that for us is still around, look we're into it as a, the heart of our business is a small business ecosystem Int.38</i> <p>Individual legitimacy</p> <ul style="list-style-type: none"> • <i>I was lucky to have director manager, skip managers who saw the value.... They supported me but I have to say that, that was that was definitely a positive for me is that I wasn't having to fight my immediate manager. Int.42</i> • <i>To find the support I think that this is the key thing is if you go it alone, if you if you try and promote these things from your lower level without being sponsorship, without peeking interest of the senior level individuals. You don't typically go very far. Int.42</i> • <i>"I want to emphasize, the importance of having a sponsor at the company that helps you whenever it is difficultalso some time helps you with their experience and skills and sometimes with resources.. you fight against the competition, but you don't have to fight against your colleagues; that something very special for an intrapreneur", Int.16</i> • <i>successful initiatives have to have a green light from senior management. Not going to deny about that, as long as it is still blessed and trusted or have the formal agreement from the high above, it's a green light. Int.50</i> • <i>I've had it's about finding the bright spots, the people in that middle layer who will sort of accelerate and help you figure it out " Int.31 .</i> • <i>You talk to everyone and then you need executive sponsorship... Int.46</i> <p>Group legitimacy</p> <ul style="list-style-type: none"> • <i>all it takes is one conversation, and then that leads to another and then another and then you end up with a community of people in the organisation. All it takes is identifying the people in the organisation who want to have this conversation, and then you create your community of practice that way. Int.12</i>

Navigation By	Master Themes	Constituent Themes
		<ul style="list-style-type: none"> • <i>I don't have a mandate from the more senior levels for the coordination, so I build a personal relationship with the people and say, "Let's just meet initially on a monthly basis for two three months and then we'll see if that all adds value for our mutual work, Int.13</i> • <i>And so I think that's probably the operative principle here for social innovation. You need to create a team to...cause those ideas will never look big to the big organisation until later, so you have to create a team that's small enough that will think, that's awesome. Int.24</i> • <i>I'm going to build my support, my coalition. They might fire me. But damn it, we're gonna go this direction..Int.08</i> • <i>simply executing against public commitments, doesn't drive sufficient value to the business. You have to activate it with influencers, policymakers, activists, NGO partners, all the way through to consumers, for it to really truly be delivering value for our consumer facing business, but the company. Int.39</i> • <i>It's definitely a journey and then on the piece of community I mean there is no secret. There's a lot of research on this but the reality is that to drive a movement, to create real traction on any social innovation in big companies or elsewhere you've got to understand what moves people. Int.29</i> • <i>"I'm going to build my support, my coalition. They might fire me" Int.08</i> • <i>I don't have a mandate from the more senior levels for the coordination" Int.13</i>
	Avoiding	<p>Hide</p> <ul style="list-style-type: none"> • <i>they are bringing them in under the radar, stealth innovation going on</i> • <i>and it was based on people's ambition. We had people that wanted to do something. Wanted to do something beyond their day to day Int.11</i> • <i>a lot of that was shot down, I was told a lot of the organisation was not ready for innovation, that I was thinking too big. It was too risky, so what I decided to do was go under the radar Int.12</i> • <i>but I was advised that I would kill it if I let people higher up know about the event. So it was an invitation only event, and no one on my team was invited, Int.12</i> • <i>The breakfast meeting lead to a skunkworks on the business case, this lead to a feasibility study, then this lead to a pilot and the pilot lead to a launch...Int.19</i> • <i>I was very successfully operating under the radar and Int.11 to his credit I think had intended it to be that way. He took a lot of the heat and a lot of the bureaucracy so I didn't have to deal with it and he gave me sort of carte blanche to do what I wanted to do. Int.31</i> • <i>I have found that being... I won't say below the radar, but by being less high profile is in many ways is an advantage. Less likely for someone to come in and question and disrupt. Int.27</i> • <i>But I think with something like [innovation] week, which is no longer below the radar, because it is an expense, because we have to provide them breakfast, lunch and dinner. Int.27</i> • <i>The hardest part was I think when, when we were growing when we were kind of as a small group. When we were growing and then when the rest of the corporate world started to notice and try to take it.... When we were above the radar. Int.37</i> • <i>To contrast that with the classic skunk-works thing where you take people and lock them in a back-lot. You don't let other people go in and talk to them at all. You know, that may work for some things, but I think that really doesn't work- because you're cutting yourself off from such enormous talent and passion of the larger organisation if you do that. I think the same thing is true of social innovation is to create the decision making in a way that it's autonomous so that the final say-so and accountability for performance is with a clear set of people who well knows goal-set objectives but, you know, don't cut them off. Keep them connected, in fact, force them to be connected. Int.24</i> • <i>Often times with innovation you just want to run with it before somebody kills it ..it's a risk you're taking but you know I think there's some level of engagement [from others in the organisation] that I found in that would have helped the path later on. Int.29</i>

Navigation By	Master Themes	Constituent Themes
		<p>Avoid</p> <ul style="list-style-type: none"> • <i>So we did manage to get zero waste for corporate headquarters however wasn't necessarily done in the ways which I would have done it, so I closed out that project and then decided to venture off on my own and so now I'm thinking about doing consulting for my own company. Int.03</i> • <i>It was the reasons that [I left]. I'm not surprised that Int.52 left on the same day. I mean she resigned on the same day. You can't coordinate that.. But the it was no surprise that we were not going to stay, because we couldn't do what we wanted to do. Int.11</i> • <i>I realized there was not going to be an alignment with what I really wanted to do and where the company was going so I realized when I came back, to essentially just wrap things up. Int.27</i> • <i>my friend who quit and she quit because she was like I'm so tired of this and she said "I have all these ideas of things I want to do and nobody's listening to me" and there she quit which is very sad because she had some great ideas that we could do here at [the company] but she just couldn't get through, Int.40</i> • <i>Or resign.....if you can't change and you can't live without [social intrapreneurial activity] ...you need to walk away Int.49</i> • <i>The role of enabling an organisation to hang on to the non-fitting talent is critical. Its huge. Are there organisations that are trying to create these sort of teams INT.12</i>
	Confront	<p>Dis-embed</p> <ul style="list-style-type: none"> • <i>So how it started, was, one morning I was sitting in the car, on the radio there was one small piece about the future, future of communities, and the story was, the radio knows traffic, so it will wake you up earlier, because to make it to your first meeting, with the traffic you need to get up 15 mins earlier today, the coffee is brewed so you are grabbing your coffee getting out to your car and while you are driving it reads your email to you and reads the news to you. I was thinking if we were if we are 50 years in the future, why would people drive individually, it was already,...If something already knows my itinerary, if I have a smart assistant, that knows my plans why would it plan this way...Then the thought was ok we thought the first step would be carpooling, so that is how the idea started, Int.15</i> • <i>as a prototype [in the] android developer challenge, I felt like it was perfect time, the technology was ready ..so we built a prototype Int.15</i> • <i>[Company name], they have a calling all innovators challenge, and we made it into the top 10 apps out of 1500, we came in the top 10 and got a prize and trophy, then we thought there is something here. It gave us a better position in terms of selling it , we had proved that there were people who were interested and it gave it a sense of urgency, ...I think what was really convincing that gave us the door opener [to talk to the CTO].Int.15</i> • <i>[Company name] we reached the top 25 percent at least of the of all submissions which was pretty good and I think it was several thousand submissions. This was the very first time where we participated in such an event and then for us that was a big success Int.16</i> • <i>I got my hands slapped a great deal,.. I got into a lot of trouble for things like this Int.12</i> • <i>you've to continuously believe that standing alone is the best thing on the planet. Int.21</i> • <i>I think if you're gonna be a real game changer, you have to have such deep personal confidence when you come to work everyday, that you're willing to do what's right even if it's not popular And you're always open and willing to accept challenge and feedback from people, but not...you don't feel compelled to comply with, you know, what they ask for. So, it's...it, you know, somehow that translates into kinda...and you have to be willing to be fired everyday Int.24</i> • <i>we're kind of serial intrapreneurs. Or sometimes things don't work out, and we shelve it, Int.41</i> • <i>[you really need] People that could be comfortably authentic and you know, and ambidextrous, communicating with people, fitting in and standing out Int.24</i>

Navigation By	Master Themes	Constituent Themes
		<ul style="list-style-type: none"> In large corporates particularly in Silicon Valley but even just my own awareness of understanding that they are these roles that operate on the fringe of the company and that's where I want to be. Int.31 <p>Directly defy</p> <ul style="list-style-type: none"> <i>I'm going to build my support, my coalition. They might fire me. But damn it, we're gonna go this direction. Int.08</i> <i>I think the theories of disruptive innovations are exactly right, [and] that if you are going to disrupt an industry that's how you do it. The trick is, I have not seen any industry, yet, self-disrupt. But what industry is good at is disrupting its adjacencies. So in our business, we are really good at disrupting people on our supply side Int.24</i> <i>I took that conversation actually did what I'm not supposed to do and I cut out [my leadership] altogether and just went straight to [the executives] and would say so I'm getting the impression that you don't want to talk to employees about waste and I want to know why. Int.03</i> <i>It cascaded through the organisation through, Pockets of rebellion It's really what you ended up with. And pockets of absolute and total confusion but it is a mission. But you then have these pockets of rebellion. Int.11</i> <i>a massive lesson learned, in terms of you can be disruptive to a certain extent, but you're constantly learning the parameters of how far the company is willing to stretch. And it comes back to how far can you push the processes and structure? Ana.</i> <i>I tend to be viewed sometimes as what has been explained to me as a rope jumper or a rule breaker. Int.47</i> <i>but I had to finagle how I to it done, because of budget constraints, and how I worked around policy's to finance it, but I did get it done, Int.57</i> <i>And it was clear to me that my boss had gotten a call from his boss on the executive committee of EnergyCo to tell us to stop investing in Hydrates, and so I...I said, Joe, yes, we've invested in Hydrates, and here's the idea and here's why and here's how we think it...if it does work, why it would be valuable for EnergyCo, and here's how we're going to manage that and reduce the risk. I'm not inviting you to change that decision in any way, but I'm very happy to give you that information so you know why we decided what we did. And he said, oh, okay, that looks like a good one Int.24</i>
	Compromise	<p>Compromise</p> <ul style="list-style-type: none"> <i>I walk that fine line but my job is much more about hey how do we make sure that this is part of our innovation pipeline and how do we make sure this is right for our thought leadership Int.29</i> <i>when I'm acting as a solutions sales person I have to follow my chain of command and I have to stay in line with what I'm doing. Now when I'm in the innovation team I'm encouraged to break the rules. I'm encouraged to go and if I need to go and talk to our CTO or CIO or I need to go talk to one of our CFO's or something along those lines I pick up the phone and I call them. Int.47</i> <i>The question they've asked was strategically focused. It was "where can we find a fair mine?" First thing, we have to do was bribe the government at the location to agree to find a fair mine. So, we can imagine it start of expenses you have when you start [the company], that you have to bribing a minister, that you're up a tough job. Int.54</i> <p>Acceptance</p> <ul style="list-style-type: none"> <i>They would they would try and find a sponsor for a few months, three months three, four months and if they didn't ...they would do just kind of go back to their day jobs and would stop. Very few of them that I talked to saw any other means to continue to pursue. Int.42</i> <i>we will get you the materials and the mentors that you need, go build a prototype. Don't just write a paper on it. Go build a prototype Int.42</i>

Navigation By	Master Themes	Constituent Themes
		<ul style="list-style-type: none"> • <i>That in fact is my biggest thing I am looking for because we had a term called “Whine-ovators” These are people who have ideas, they talk about them passionately. But when you say “Let’s get going to do this”. They say “Oh, you know, I can’t I am busy, this and that”. So really we are looking for the person who is so passionate, actually say yes I will do this. They work night and weekends, because they have lot of passion about it. But the idea may not be the CTO likes, but we don’t think that should be the “gating” factor. So I had a co-worker many years ago, I think literally idea every week he’d have a new idea and they were good ideas. But his mode was, I need to get somebody [else] to go and do this. Int.27</i>
Organisation (599)	Legitimize	<p>Manipulation and framing</p> <ul style="list-style-type: none"> • <i>Now we don’t use shared value within [Company]. I know that’s I’ve seen other companies use it but We don’t use it at [the company]. We just talk about you know win, win, win, you know it’s a smart growth so yeah but it’s driving value. It’s driving social impact and business growth. That’s what we talk about here. Int.29</i> • <i>These things take a long time of course but I think I have been able to find some ways when I can marry the environmental, the good for the earth and good for humans with and this can also be good for [the company] Int.42</i> <p>Formalise</p> <ul style="list-style-type: none"> • <i>[the company], they thought necessary as they had been receiving a lot of requests from employees to really enhance the education program around sustainability to provide some sort of group or a platform that could be an established to having conversations Int.03</i> • <i>social innovation camps actually, it’s an event but also an organisation. It’s an organisation to support these kind of events around the world. which is now a social enterprise incubator. Int.51</i> • <i>[unstructured time] by being less high profile is in many ways is an advantage. Less likely for someone to come in and question and disrupt. So unstructured time is actually helpful in that way because, you know it is happening at the grassroots, and somebody is doing something, and you can say it’s just my unstructured time project. Int.27</i> • <i>Shop is this place where individuals can go when they have an idea to promote that idea, to build that idea, to, to work on it with other individuals. This is primarily a volunteer time. This is not like some other organisations give you, you know 10% of your time, 10 hours a week or something to, to go in and work on ideas. That’s not necessarily how this works although there are times I may be able to get some time during the day but this primarily extracurricular but what they do is they offer a maker space these lab areas and, and individuals to help to mentor you. You know with laser cutters and 3D printers and, and there is programmers to help you with some ideas and all of this and you can you can form a team of individuals and do a positive hack. Int.42</i> • <i>some managers do , it’s at all levels and the structure groups or product innovation groups or platform software, they’re are having something like, it’s called the TGI Friday officially, where they can devote time to it, its supported by executive management, and its encouraged by people managers, they are encouraged to let their employees do it, and there are some waves of it that introduce internal tools and other stuff coming out . Int.15</i> • <i>currently there are 10 teams on this program working on their ideas for one year in a protected environment Int.16</i> • <i>I think people underestimate the effort when they’re doing a social innovation project of keeping people. The stakeholders watered and fed to continue the support.Int.04</i> • <i>know, store design team is out there externally talking about what makes them proud, you know, what drive their business and they include sustainability in that talk track. So, you know, we got to the point where our leaders saw this is an asset to the company and, you know, I mean I’ll be, I’ll be completely honest. It wasn’t Int.01</i>

Appendix U Selection of quotes related to motivations

U.1 Motivations of social intrapreneurs

Motivations of social intrapreneurs	Examples
Values, Purpose, saving the world.	<ul style="list-style-type: none"> • <i>And that actually where we get our energy from and what we do around these massive, massive, constructs that use just insane amounts of power can actually affect the viability of this planet. I also want to look at it, I look at the world, I think a lot of our views of the world are very anthropocentric. We look at it just from human's point of view and what's the best thing that we can do for us as humans and whether that's for our economy, our health but I want to look at not just humans but what about everything. I mean we're one species. Int.40</i> • <i>I think it's like what, you know, what if 200 people found their dream jobs and they're going to go and solve food waste and solve climate change and, you know, racial equity as a result of conversations or speakers that they heard at the [my] conference and sort of like designing around those big questions of and really the potential that these sorts of things could have. So that, that sort of what's motivating me right now Int.56</i> • <i>So that part of being able to connect and, and pay -it- forward with part of the community that you represent Int.58.</i> • <i>when I was creating project "better world" or "aware". Int.21</i> • <i>So you, you have to try and find well my deep down agenda maybe I ultimately want to help humans help the Earth. You have to find ways that you can marry that with something that's also going to benefit the company. Int.42</i> • <i>I do really want to circle back to working on a more explicitly social good sort of mission within our organisation that more explicitly aligns to my own values. Int.31</i>
Generate impact	<ul style="list-style-type: none"> • <i>"A really exciting thing is, that I have realized is shifting something one point in a major for profit like [the company] is worth 1000 non-profit start-ups that will fail and not scale. That for me is really the prize" Int.19</i> • <i>it's harder than I thought it would be even just so much as when I was working in non-profits and startups while we were severely under resourced. Here I have a lot more resources in relation to what I had before. I have a lot more scale which is an incredible opportunity. Int.31</i> • <i>I think it is introducing with the concept of is going to work for big companies selling out when you know it's not a company that specializes in what you think is right but grants you the opportunity, to have that impact you can leverage these resources and but also am I just justifying that to feel better about working at this company because I get paid way more. Int.40</i>
Career aspirations	<ul style="list-style-type: none"> • <i>And people also tried to find development opportunities, because people are over-qualified. So everybody's trying to outdo each other, any kind of cool project like this is attractive, the social innovation and the special high level visibility really help us pull this through, the challenge is standing out, being visible, it's actually a good thing if you're on a cool or an unusual project. You can leverage that in to another role or a promotion Int.09</i> • <i>it was never my goal to make this my career [social intrapreneurship], it talks a lot, I'm talking sales, if we had to bring sales numbers, I am the one engaging discussions, who should we sale to, which customers should we approach first Int.15</i> • <i>if you talk about this [social innovation], what that brings internally is greater focus to my career. Int.47</i> • <i>but it would have never happened if she hadn't been so tenacious for a year, to not take no for an answer. Int.04</i> • <i>I need you to bring this up because top down activities have a better result and a better profit, probability if you talk about this. What that brings internally is greater focus to my career. Int.47</i> • <i>And I'm highlighted,.. in reports and in talks you know all hands meetings you know some of this stuff that happens. Peers tend to have a negative connotation of that. You know people don't like to see other people succeed. Int.47</i>

Motivations of social intrapreneurs	Examples
	<ul style="list-style-type: none"> • <i>I guess the perception I receive the feedback from them, of you're only doing this to better your own career and we all know that we're going to be vying for the same types of jobs going forward and you get that negative pushback of I'm not going to work with you because Int.47</i> • <i>But then the other aspect of impact is impact on the career. My leadership noticing what I am doing is leadership in general at Diskco noticing, you know are we getting, and I noticed that, in terms of what motivates people a lot of what motivated people that I was working with was recognition. You know not, you know necessarily money or anything like that but just having people know them as someone who is making an impact and really taking on this extra project to make Diskco better, to make non-profits better, that sort of thing Int.48</i>

U.2 Motivations of organisations for social intrapreneurial activity quotes

Motivations of organisations	Examples
<p>Customers (new markets and existing markets),</p>	<ul style="list-style-type: none"> • <i>The first pillar being our customer focus, The customer focus is about our customer workshops. So using an innovation conversation to open up opportunities. Out of those conversations we're delivering anywhere you know we have about 5 or 6 prioritized opportunities so that the account teams can pursue but there are dozens more behind that one. Int.31</i> <p>New Markets</p> <ul style="list-style-type: none"> • <i>we had an investment theme that we called the base of the pyramid which later became common language, and the premise was kind of long term strategically connected to the business of energy and developing communities would require and be interested in more energy sources the more successfully they grew their economies, but it was focused on solutions like clean water, solar energy -- things that would solve things locally today .Int.24</i> • <i>We actually got pretty good at having them right product feedback and getting that back to the product team [from social innovation beneficiaries]. So they could even see more value and like oh wow I'm getting like some really great feedback on what they liked or they didn't like. Well like how it was working for them. I think they started to see a lot of good value[product design teams] there and it became they became a lot easier for people to understand kind of what we're up to. Int.06</i> • <i>And for him the commitment was, 'Of course, it's a non-profit project, ' but in the end, his department developed a -- a new product. Int.35</i> • <i>So we see that as our big shared value opportunity, so what is it that people -- so how can we deal with that [financial] insecurity that's going to come from the change in the way that people are going to work in the future and how can we do that especially in communities that need it most.Int.38</i> <p>Enhancing existing markets</p> <ul style="list-style-type: none"> • <i>So we do over hundreds of opportunities a year that our account teams could then run with and the ideas that they have better decision making support from the customer and from Pico that that just makes that less... it reduces the friction for sales. Int.31</i> • <i>The farmers within this local business got very excited and we ended up doing more than we initially had planned so we ended up doing even now big PR campaign [to customers] and you know we did a lot of materials to tell the story. We brought people to meet the farmers and so then you know that campaign did actually really well because it delivered on the market need.... you know I really wanted to see that impact and that investment in the farmers.... like a win, win already because people want to have more transparency and they want to know the story. For me it was you know I wanted to make sure that we invest in those farmers so they can be the best they can be. So the business case enabled the social case if you like. Int.29</i>
<p>Recruitment and retention</p>	<ul style="list-style-type: none"> • <i>...when we ultimately started incorporating Green Building Program, I demonstrated to them you know that this would address some challenges. Overnight [the company] became a destination, again for its world-class designers,..... You take some of the handcuffs off for punching out cookie cutter design stores and you let me design stores that are locally relevant to the communities. You locally source materials, we allowed our designers to go out to salvage yards and get materials for the stores from, you know from all these local recycling opportunities. It's just, everything that's part of the Green Building and they fell in love again with the design of [the company] and like I said, retention rates went to the roof and we became and this magnet for some of the best designers in the world and the stores reflect that and you know and that had to trickle down impact on the customers</i>

Motivations of organisations	Examples
	<p>who you know, rather than seeing the same green and white tiles of [the company] store and now they're able to walk in the stores they could compete with these local mom and pop coffee shops. You know they could be connected with the local communities Int.01</p> <ul style="list-style-type: none"> • people in the DivEQ community kind of stepped in and volunteered.... We had tons of interest in our booth like always a line of people waiting like holding their resumes waiting to talk to us. We also put on a really great event like a morning boot camp event which was very much in line the bytes specific brand. Int.44
Meeting regulations / License to operate	<ul style="list-style-type: none"> • Using the terms of pay out to the superfund or, and the superfund lawsuits, compliance issues, fines, all these different things and you know, the ultimate impact on their brand and their bottom-line to the tune of thousands of times what they should've been in paying upfront, investing upfront so you know that was the rub for me and of that world and really I think a number of people in this space were seeing the same thing and that that was really the, I would say the dawn of the sustainability movement washelping companies understand how investments upfront were really smart for the business Int.01 • I dealt with many supplier, dealt with many manufacturers and because as I mentioned, we were able to work with just only a handful of suppliers wanting them to reduce energy, waste, and water. I think that was the genesis of manufacturers wanting to learn more, how to be greener, how to be more sustainable. However, honestly, their approach, their willingness to learn is not because they want to be good citizens. The bottom line is that they want to please the customers, the clients. That is the bottom line. Int.50
Brand image and reputation	<ul style="list-style-type: none"> • sort of like a morale thing and are like a feel good, like well, of [the company] was doing a good thing but they also could see oh well I guess actually some things we can talk about on how our technology is actually used in the real world Int.06 • in a way doing good for the greater for sure. It's not just some hunting the money.... So those are some of the big company areas that I see so the money for the funding and maybe you know, the culture of the giving back Int.09 • So I would say our short term is very much building, you know the key elements of social impact for companies, I mean the, the thing that drives it oftentimes is the reputation right? Good reputation as a good corporate citizen.Int.38 • We've been at just the compliance level, and now it's one of our four pillars that we talk about – corporate communication and messaging. So technology design, culture, and CSR. So it's an equal footing That's the four things that we believe help with our reputation as a company.Int.43

Appendix V Selection of quotes related to impacts of tensions

Level of impacts	Impact quotes
Impacts on social intrapreneur as an individual:	<ul style="list-style-type: none"> • However I was getting to the point where it was frustrating to make the same argument to justify over and over again [to new leaders].. Int.19 • If it had a social aspect, you had to tell people ten times it was for-profit. And it would always be why is the foundation [philanthropy group] not doing this? No! no! this is for profit and you would be battling this in every conversation. If it had any social, tree hugging goodness to it people would be confused" Int.11 • "because it feels like we're constantly having to make the case over and over again it's still not sticking." Int.31 • "And increased scrutiny, And every time you opened the conversation, you would get this challenge question. You would half way through a 2 hour or 1 hour conference" Int.11 • "that some people find it difficult to merge the agendas [merging of two logics] and seeing that it's just one. There are also people that left because of that." Int.28 • "call it burnout Call it whatever it's very easy just in terms of the company to as an intrapreneur not feel a lot of support, support that you need in order to keep going and continue to push, I am not surprised a lot of entrepreneurs suffer some level of burnout", Int.41

Level of impacts	Impact quotes
Impacts on the social intrapreneur in the organisation	<ul style="list-style-type: none"> • <i>What was most surprising for us, even in this corporate organisation, we didn't have any huge gains from this, we didn't see a huge bonus, the only benefit we got was we were allowed could work on a project. I didn't even get a dollar more in pay, ... we didn't even get promotion... Int.15</i> • <i>The culture here is extremely quarterly driven so much that in a very tangible way we have a target of number of workshops so incentives and sort of measurement is another really important piece to this where we have fought pretty head not to have a revenue target [for the social innovation team]..Int.31</i> • <i>"They have had little to no interest in our [social] innovation team actually executing. What they really wanted was a great marketing story. In fact, the innovation team was put under marketing." Int.11</i> • <i>it's not like diversity and inclusion is of the top 3 things our co-founders' radar. Last year is when we went public while focusing on the road map. There's always like new kind of merger and acquisitions. There's always like one of our issues that are like a trying to get you know getting products to market, there's the stock price or whatever. It's just clear that like it's not up there you know. Int.44</i> • <i>I did the internal lobbying, helping them to make the business case work in [the company] culture that would not necessarily be considered a success and because I didn't own the execution of the project so you know I think that from a cultural perspective creates more difficulty for this, this all type programs around social environment said you take hold but I was just think it's the nature of the work I mean we have a lot of people writing code...Int.01</i> • <i>the success of the type programs around social investment and especially sustainability and others they really rely on all of the strategy where, where we frankly we all take credit or we all fail together</i> • <i>I mean ironically her manager who wasn't supportive, didn't help her go find the money. Her manager, I mean she promotes it, yeah from my team, I mean every, you know, everyone wants to ride on the dot but the coat tails of it, because it's hugely successful it didn't take, take much money everyone loves it...Int.04:</i> • <i>But you know the interesting thing too is those people are not necessarily complaining about that. They're not there for the kudos, they're there because they want to see their idea come to life.Int.04</i> • <i>Even with that there were people claiming to be part of the idea, there was a friend, my buddy partner who... they don't speak any more, because he thought he should get credit for the idea Int.15</i> • <i>the internal marketing groups and several internal articles and so on and my name was never mentioned. Interviewer: Right. Int.42: So even though I'm a co-author of the patent I you know I drove a lot of this it was a little disheartening to see the articles come out and my name was not even mentioned. Int.42</i>
Impacts at an organisational level	<ul style="list-style-type: none"> • <i>It simply makes it impossible for the existing sales organisation to sell new products with smaller deal sizes. Int.16</i> • <i>"if you're sharing half of a \$450 million pie - just the impact to the business. The perception is like, 'We could have the whole \$450 million.' They're just not willing to take the risk [on a social initiative]. I mean, it's a risk-reward thing, right? And the irony is that they haven't taken anything to market yet. So, actually, they're missing out on the whole \$450 million pie right now. But they can't see that. They would rather have zero[social] risk" Int.52</i>

Appendix W Examples of Incidents and Memorable Moments

Interviewee	Critical incident or memorable moments described	Type of event	Stage of social innovation	Constituent theme	Associated with actions of:
15, 19	<ul style="list-style-type: none"> Waking in the morning and listening to the radio, realising that the future could be different. There is more to life than a good salary and fast cars 	Dis-embedding and salience of situation	Early	Ideation	Stealth, competitions, reflexivity and a turning point in their personal paths
54	<ul style="list-style-type: none"> The social impact would be achieved through building a unique supply chain; it would change the way the world looked at consumption 	Dis-embedding and salience of situation		Developing the idea	Internal and external champions and storytelling and framing
35, 15	<ul style="list-style-type: none"> Competitions and events hone and develop the idea through interested others 	Memorable moments (of critiques and brainstorming)		Developing the idea	Building external or indirect legitimacy
15, 16, 31	<ul style="list-style-type: none"> Realising ideas can be scaled in a well-resourced for-profit organisation 	Salience of situation		Developing the idea	Personal reflexivity
21	<ul style="list-style-type: none"> Use of previous competition win to pitch a new idea to the CEO 	Used of navigations of past credibility and framing		Idea legitimization	Competitions and past credibility
15,16, 35	<ul style="list-style-type: none"> Use of competitions which are external or internal to the organisation 	Memorable moments (of winning or competing)		Idea legitimization	Building external or indirect legitimacy
33, 54, 57	<ul style="list-style-type: none"> Bribery of customs or officials to get the initiative going, Working around financial rules and reporting for the project. 	Navigation through defiance and confrontation	Middle	Moments of defiance of process or structure	A paradox in values and personal reflexivity
11, 12	<ul style="list-style-type: none"> Meeting in the secret building and with a limited invitation list; If stealth is not used the project will be destroyed Projects proceeding beneath the radar 	Navigation through defiance and confrontation		Moments of defiance of process or structure	Stealth and middle manager tensions
8,21	<ul style="list-style-type: none"> An aggressive confrontation of managers or leaders Lie since managers processes were unreasonable (in the social intrapreneurs opinion) 	Navigation through defiance and confrontation		Moments of defiance of process or structure	Confrontation with managers, leaders, moral paradoxes
1, 31, 37, 40	<ul style="list-style-type: none"> Realising that organisation could be a destination for sustainability rather than a target of social attacks 	Organisational opportunities		Insight moments	Shared value generation and reframing and navigation

Interviewee	Critical incident or memorable moments described	Type of event	Stage of social innovation	Constituent theme	Associated with actions of:
	<ul style="list-style-type: none"> Large organisations can act as effective scaling venues for social ideas, sometimes more so than social enterprises (with examples of social enterprise challenges) 				
4, 42, 46, 50	<ul style="list-style-type: none"> Realising that resistance to innovation occurs in both for-profit and non-profit situations Social and innovation are inherently difficult in established organisations Spatial and hierarchical separation present issues Realising that it is about the social impact and not the credit 	Organisational constraints		Insight moments	Reflection and sense-making tensions
29	<ul style="list-style-type: none"> The interplay of stealth, internal coalitions, external movements and leadership endorsement 	Organisational opportunities and constraints		Insight moments	Reflection on techniques and impacts Some level of sense-making
46, 58, 47,45	<ul style="list-style-type: none"> Credibility and fitting in (not being the tree hugger) The balance of pay and rewards vs social impact Personal purpose and not the social missions and not the organisations 	Identity formation		Insight moments	Self-reflection and reflexivity, past credibility as a navigation
11, 52, 59	<ul style="list-style-type: none"> Just a marketing tool not an authentic commitment to delivering social value Used for a greenwashing perspective 	Inflexion point on a personal journey from reflexivity		Inflexion point	Insights leading to a changed personal perspective and path
11, 52,8,21, 31, 27,24, 21, 19	<ul style="list-style-type: none"> Descriptions of changes from an expectation of social and innovative deliverables to the reduction in support for these. 	An inflexion point on a personal journey, role expectation change		Inflexion point	Changing norms, expectations, and transitional and generative tensions are created ⁸
43, 38, 36, 15,16	<ul style="list-style-type: none"> Descriptions of changes from no expectation of social and innovative deliverables to support for these. 	Inflexion points on the journey		Inflexion point	
49, 50, 37, 26	<ul style="list-style-type: none"> Realising to innovate in CSR needing to leave to move forward To be closer to beneficiaries 	Inflexion points on the journey	Late	Exits	Exit navigations

⁸ Increased and decreased formalization was perceived in the same organisational contexts in either spatially different cases (e.g. different people in the organisation experienced opposing trends) or temporarily separated cases (e.g the same person at times experienced increased formalization and decreased formalization)

Interviewee	Critical incident or memorable moments described	Type of event	Stage of social innovation	Constituent theme	Associated with actions of:
26, 35	<ul style="list-style-type: none"> Leaving the organisation to scale as a social enterprise 	Inflexion points on the journey		Exits	Exit navigations
11, 19, 52, 54	<ul style="list-style-type: none"> Extreme levels of frustration Pauses through sabbaticals (stepping down) Burnout in some cases clinical Leaving due to frustration with misalignment with personal objectives and organisational alignment 	Reflection and trauma and exit		Fatigue, exits and burnout	Reflection and reflexivity and exits

Source: This study. Note that collected in this table are vivid descriptions of incidents and not all examples and instances of these behaviours

Appendix X Role changes viewed based on role formality

By individual interviewee

Role expectations Destination after 2 years	Social and innovation expectations	Innovation expectations	Social expectations	Neither social nor innovation expectations
No change in role	1, 10, 14, 22, 25, 30, 34, 38, 39, 54, 60, 61, 62	36, 57	20, 55, 58	2, 3, 5, 15, 16, 32, 40, 43, 44, 45, 47, 48, 50, 53, 56
Internal role change	13, 17, 51	12, 41, 42		6, 28
External role change (for- profit)	46		49, 59	9, 18
External roles change e.g. Social enterprise	19, 21, 23, 24, 27, 29, 33, 52	4		8, 26, 35, 37

Source: This study. Numbers in the chart indicate the specific interviewees and their destinations

Appendix Y Comparison of Stealth and Legitimise navigations

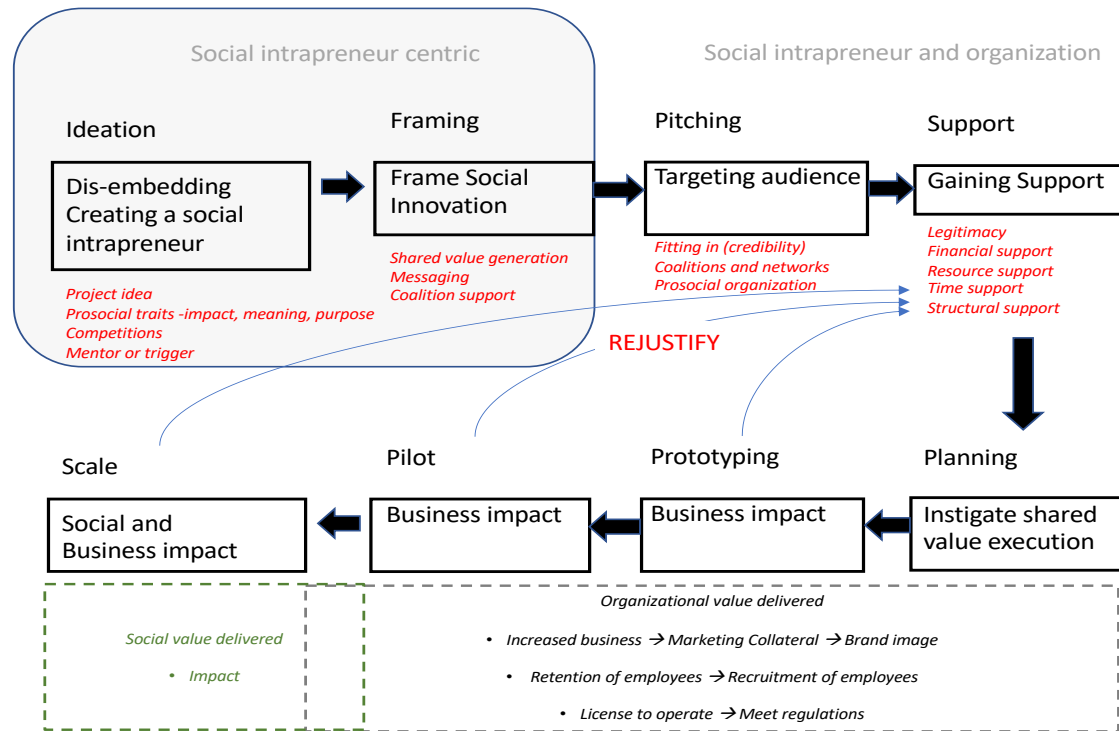
A vignette of positive and negative connotations of navigations

Positive connotations

Organisational awareness low, e.g. stealth and bootlegging	<p>STEALTH</p> <p>Fast Avoid the immune reaction of the organisation No justifications needed</p>	<p>LEGITIMISE</p> <p>Transparent and Ethical Feedback and coaching Credibility and support Resources available Win-win and Shared value</p>	Organisational awareness High, e.g. coalition and exposure
	<p>STEALTH</p> <p>Not aligned with business Impacts on scalability Resource limited Ethical issues Excludes others No visible credibility</p>	<p>LEGITIMISE</p> <p>Immune reaction Slow Challenge hierarchy Disrupt core business and Defy norms Potential to exclude others Create counterculture</p>	

Negative connotations

Appendix Z A representation of the process of social innovation



Source: Bessant and Tidd (2007); Mulgan (2006) and this study