Social Entrepreneurship and Open Systems Theory: A look from the inside

by

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FOREWORD

This work was accomplished in the hope of acquiring the necessary skills to manage my start-up business and innovate on its socio-environmental impact. My interest in self-management led me to meet my research director who was able to enlighten me and equip me with the necessary tools to meet such a challenge. I did not expect it to be all the more demanding to carry out this research project in parallel. That said, it has been very enriching to push these reflections on a personal, professional and academic level. In the hope that this scientific research may contribute to the development of people who will encounter the same questions that I had.

ACKNOWLEDGMENTS

I am extremely grateful for the work of my research director, James Lapalme; for giving me the freedom to explore the deep questions that inhabited me in order to carry out this research that motivated me; to have guided me in unconventional scientific approaches and through a captivating scientific literature; to have followed my pace while challenging me.

I am very grateful for the support and trust my business partner has given me throughout this journey. Without him, I would not have overcome the difficult times of those early years in business, and I would never have been able to get to where I am now, personally, professionally and academically. Thank you, brother.

I would like to thank my family and friends for their support and love, and for being there to listen to me in my successes and my depressions. I believe I'll soon have more time to spent with you all.

Finally, I want to thank my girlfriend with all my heart for being there in my day to day.
You really made sense of what it is to have a partner.

Entrepreneuriat social et théorie des systèmes ouverts: un regard provenant de l'intérieur

Vincent DESSUREAULT

RÉSUMÉ

L'entrepreneuriat social est un phénomène qui suscite un intérêt croissant parmi les universitaires (augmentation de la recherche sur le sujet), les entrepreneurs (augmentation des certifications et de labels) et les consommateurs (augmentation de la demande). Pourtant, les chercheurs ne s'entendent pas sur une explication du phénomène et il est trop souvent décrit comme un système fermé dans la littérature, négligeant l'importance de sa relation avec son environnement. Une exploration en profondeur de la Théorie des Systèmes Ouverts nous fournit un cadre pour analyser le phénomène en tant que système en relation avec son environnement. En tant qu'entrepreneur moi-même, je suis concerné par mon processus d'entrepreneuriat et je me plonge complètement dans le phénomène pour en chercher une meilleure compréhension. À travers le processus systématique d'enquête heuristique de Moustakas, j'arrive à des similitudes entre les comportements des organisations de co-chercheurs et ceux de mon entreprise. Ces comportements similaires ressemblent à ce que la Théorie des Systèmes Ouverts décrit comme la recherche d'idéaux d'Homonomie, de Soutien, d'Humanité et de Beauté. Ces conclusions pourraient fournir une nouvelle définition de l'Entrepreneuriat Social basée sur les Systèmes Adaptatifs Actifs provenant de la Théorie des Systèmes Ouverts, ainsi qu'un pont entre les domaines de la littérature de l'Entrepreneuriat Social, de la Théorie des Systèmes Ouverts et de la Responsabilité d'Entreprise.

Mots clés: innovation, entrepreneuriat social, responsabilité d'entreprise, théorie des systèmes ouverts, moustakas, enquête heuristique.

Social entrepreneurship and open systems theory: a look from the inside

Vincent DESSUREAULT

ABSTRACT

Social Entrepreneurship is a phenomenon with rising interest amongst scholars (increasing research in the field), entrepreneurs (increasing number of certifications and labels), and consumers (increasing demand). Yet, scholars don't agree on an explanation of the phenomenon and it is too often described as a closed system in the literature, neglecting the importance of its relationship with its environment. A closer look at the Open Systems Theory provides us with a framework to analyze the phenomenon as a system in relationship with its environment. As an entrepreneur myself, I'm concerned by my process of entrepreneurship and I immerse myself completely in the phenomenon to seek for better comprehension. Through the systematic process of Moustakas' heuristic inquiry, I come up with similarities between the behaviors of co-researchers' organizations and the ones of my enterprise. These similar behaviors resemble what Open Systems Theory describes as seeking ideals of homonomy, nurturance, humanity, and beauty. These conclusions could provide a new definition of Social Entrepreneurship based on Open Systems Theory's active adaptive system, as well as a bridge between the fields of the literature of Social Entrepreneurship, Open Systems Theory, and Corporate Responsibility.

Keywords: innovation, social entrepreneurship, corporate responsibility, open systems theory, moustakas, heuristic inquiry.

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LIST OF ABREVIATIONS

SE	Social Entrepreneurship
OST	Open Systems Theory

INTRODUCTION

1992 is a year that marked my life; it's the year I joined this world as part of the Millennials generation, influenced by the rise of New Technologies, Internet, Globalization, and Global Warming. 1992 is also a year that marked the world and the United Nations as 178 countries adopted Agenda 21, a plan toward sustainable development to improve human lives and protect the environment. Since then, I and many Millennials have reached the age of contributing actively in our society as citizens, workers, entrepreneurs, and politicians. The United Nations, on their side, have reached many checkpoints to finally put in place the 2030 Agenda, adopted by all UN Member States with 17 Sustainable Development Goals at its core.

Many movements emerged from these events, some of which were "top-down" approaches, as governments took the role of imposing politics on industries and citizens; some of which were "bottom-up" approaches, as citizens took the role of influencing the industries and politics. But what I'm really concerned about in this research, is the role of industries in working toward these 17 Sustainable Development Goals.

There's been a rise in the concern and study of Social Entrepreneurship since the beginning of the century, exploring models, theories, and experiments about businesses with social impact. In fact, a well-structured organization can be viable and profitable and yet have a significant impact on sustainable development as we've seen it with corporate engagements like the "1% for the planet policy" or the "B Corp Certification" adopted by big companies like Patagonia, or with Non-Profits such as the Bill & Melinda Gates Foundation. No wonder Social Entrepreneurship deserves greater attention; a better academic understanding could have a major influence on industries.

Moreover, my studies on Enterprise Architecture and the Open System Theory led me to understand how organizational structures can have a direct impact on human and environmental health. With the rise of mental illness at work and the rise of pollution emerging from the industrial sector, one can only understand how it's more important than ever to find sustainable solutions in Enterprise Architecture.

As a social entrepreneur myself, concerned about sustainable development and experimenting with Enterprise Architecture within my business, I am surprised to notice how connected are Social Entrepreneurship and Enterprise Architecture. Entrepreneurs driven by a social purpose seem to share common principles that influence how they organize and behave. Yet, very little scientific literature seems to cover such connections. The focus of this research is about exploring how dependent these subjects are.

My heuristic position, as a researcher and a social entrepreneur, led me to surround myself with a purposive sample of social entrepreneurs. In order to explore my subject, I ran a qualitative phenomenological study based on Moustakas' Heuristic Inquiry. Diving into in-depth interviews led to important dialogues, self-dialogues, results, and conclusions:

There are similarities in the behavior of my co-researchers' organizations and mine, which share common principles to the Open System Theory's ideals and active adaptive systems. In other words, using Open Systems Theory as a framework could provide a clear distinction of the phenomenon of social entrepreneurship from other definitions of entrepreneurship or other approaches of social change.

CHAPTER 1

LITERATURE REVIEW

1.1 Social Entrepreneurship

Social Entrepreneurship (SE) is an interdisciplinary research field in the rise of interest amongst scholars in recent years. This upsurge might be explained by the dissatisfaction of the corporate social responsibility of existing business models. Corporate responsibility literature defends that enterprises considering social responsibility within their business models could benefit from it (Phillips, Lee, James & Ghobadian, 2015). Yet, it also supports the idea that the current business environment enhances the interest of immediate stakeholders. With the rising gaps of inequalities and urgent social issues around the world, no wonder there is more interest in business models with the "double bottom line" of creating economic value as well as a social value. This is where Social Entrepreneurship (SE) comes in, somehow as a disguised terminology for "corporate social responsibility" which carries the weight of the global loss for trust in traditional for-profit businesses.

Thus said, while the economic value is easily scalable, defining social value (or social good) remains an ethical challenge. Cukier et al. (2011) point it out in a content analysis on SE:
"[...] this does not clarify the definition of social entrepreneurship success, since one person's definition of a "social good" may be another's definition of a social evil, for example birth control or gay rights." (Cukier et al., 2011, p.112)

Even though there is some sort of global consensus on "the common good" as reflected in such agreements as the Universal Declaration on Human Rights and the United Nations Millennium Goals, the social value remains a grey area in defining SE. (Cukier et al., 2011)

This may explain why SE is still not considered as a legitimate paradigm in itself within the management sciences. A systematic literature review supports this idea and attributes it to a lack of grounded theory and of quantitative research (Lehner & Kansikas, 2013). The review is based on the Cummings approach, an approach used to legitimize commercial management and entrepreneurship literature as paradigms. The conclusions enlighten the current gaps in the literature.

“ [...] the early state of the research field mandates to borrow qualitative methods to explore and construct the SE body of knowledge. Quantitative approaches may not build on solid grounds yet. The researchers’ worldviews have a tremendous impact on the findings and selection of perspectives in SE research.” (Lehner & Kansikas, 2013, p.214)

“A paradigmatic shift in the researchers’ communities themselves, towards a more pragmatic viewpoint, is necessary to come to a mutual understanding of the phenomenon and to allow not only for interdisciplinary approaches, but also for a fruitful exchange between these disciplines, which has been requested earlier by Ireland and Webb and Short, Moss, and Lumpkin. ” (Lehner & Kansikas, 2013, p.214)

Cukier et al. (2011) support that idea by adding that the lack of consistent frameworks and rigorous empirical research hampers the field’s advancement and limits constructive debates and critical perspectives.

Furthermore, Choi and Majumdar (2014) evaluated the field of research on SE using the theory of essentially contested concepts proposed by Walter Bryce Gallie. This theory provides a framework to demonstrate that a phenomenon has no common agreement in the literature (Choi & Majumbar, 2014). The seven key elements of the framework are appraisiveness, internal complexity, various describability, openness, aggressive and defensive uses, original exemplar, and progressive competition. In other words, this evaluation demonstrates that a concept has too much room for subjectivity in its literature. According to Choi and Majumdar, Gallie suggested “art” or “democracy” as examples of essentially contested concepts. This doesn’t remove any legitimacy to the field of study, on the contrary, by admitting its essentially contested status, future studies on the concept are less subjective. The conclusions of the study on SE showed all evidence that it is an essentially contested concept due to its multiple definitions and perspectives. The authors suggest that a universal definition is hardly conceivable in this situation. According to them, future research on the subject should acknowledge that SE is an essentially contested concept, which doesn’t remove its legitimacy of being its own field of research. They had that, ignoring that SE is an essentially contested concept in future research would lead to confusion on the concept.

In the same order of ideas, a systematic literature review on the definition of SE was led by Conway Dato-on and Kalakay (2016) to identify the means by and the context in which the phenomenon is studied. As no universal definition emerges from the literature of SE, such review is an important addition to the understanding and mapping of the phenomenon. A framework created by William B. Gartner (1985), and generally accepted within entrepreneurial venture creation literature is used to study the review. This framework suggests four dimensions (environment, individual, process, and organization) within which all definitions of entrepreneurship should fall into (Conway Dato-on & Kalakay, 2016). Choi and Majumdar (2014) support that social value creation involves four similar sub-concepts which are the social entrepreneur (i.e. individuals), the SE organization, market orientation (i.e. environment), and social innovation (i.e. process). In light of their results, Conway Dato-on and Kalakay (2016) point out a concerning gap in the literature. Attempts to define SE often neglect one or two dimensions when there seems to have not a single definition that considers all four dimensions.

“This limits the appreciation of complex interactions among the variables, which Gartner (1985) suggests impedes meaningful comparisons among the various social entrepreneurial endeavors. Without these rich comparisons, general rules or theories of new ventures cannot be postulated, thus delaying the field's advancement." (Conway Dato-on & Kalakay, 2016, p.138)

Moreover, the dimension of the environment seems to be the least studied amongst all four. This might be a concerning gap in the literature since replicability is an important aspect of the research on SE. Without consideration of demographic and geographic differences, history, institutional setting, and socioeconomic conditions (which are part of the dimension of the environment), replicability of the research is hardly conceivable (Conway Dato-on & Kalakay, 2016).

"While under-investigation of environment is noteworthy, the seeming over-emphasis on process is said to be a potential limitation to the advancement of the field as well." (Conway Dato-on & Kalakay, 2016, p.138)

Conway Dato-on and Kalakay (2016) suggest that a complete definition of SE should imply firstly, comprehensiveness by integrating the four dimensions, secondly, distinctiveness from other approaches of social change by integrating key elements (such as innovation, social value/wealth creation, financial and ethical sustainability, and scalability or replicability) and thirdly, embeddedness by contributing to the field with a definition that encompasses previous researches.

A solution for SE's future resides in a systematic review aiming to provide collective insights into research, linking social innovation with social entrepreneurship (Phillips, Lee, James & Ghobadian, 2015). The use of a systemic approach as an analytical framework is suggested to achieve promising conclusions. Phillips, Lee, James & Ghobadian (2015) used the "systems of innovation" approach which emerged in the UK during the late 80s by researcher C. Freeman (1988) and B.-Å Lundvall (1988) in ther publications of the Technical change and economic theory, which, even though criticised as “undertheorized” by Edquist (2006), leads to promising conclusions.

“The “systems of innovations” provides a strong theoretical underpinning for future research into social entrepreneurship and social innovation through its acknowledgment of interactive learning and recognition of network-innovations which contradicts the traditional belief of social entrepreneurs as solitary bodies, innovating in isolation and recognizes the significance, particularly with respect to social innovation, of combining knowledge and skills from different organisations and different sectors to promote social learning.” (Phillips, Lee, James & Ghobadian, 2015, p.454)

In other words, exploring SE as a system composed of individuals, organizations, and processes within their environment, is a step toward legitimizing SE as a paradigm.

1.2 Themes in SE Research

Conway Dato-on and Kalakay (2016) contribute to the literature of SE with their systematic literature review while gathering key terms that are used to examine SE. Those key terms were gathered in four common themes that help distinguish SE from other approaches of social change. These themes assess current trends in the field of study based on a four-dimensional framework (i.e. environment, individual, process, and organization):

1) Innovation
2) social value/wealth creation
3) financial and ethical sustainability
4) scalability or replicability

Phillips, Lee, Ghobadian, O'Regan & James (2015) distinguish themselves in their study through the systemic framework used to analyze SE literature. They come up with four themes common to theoretical/conceptual and empirical research trending focus between 2005 and 2015 (year of publication):

1) The role of the entrepreneur: social mission and opportunity recognition
2) Networks and systems
3) The formation and development of cross-sectoral partnerships
4) The role of institutions

Shaw and Carter (2007) added empirical data to the literature by leading a phenomenological study in the UK with entrepreneurs showing similarities in their behavior towards social entrepreneurship. They suggest a list of five common themes emerging from in-depth interviews with the social entrepreneurs, which contrasted with traditional for-profit entrepreneurship:

1) the entrepreneurial process, in particular, opportunity recognition
2) network embeddedness
3) the nature of financial risk and profit
4) the role of individual versus collective action in managing and structuring enterprises
5) creativity and innovation

If we regroup all those themes together and pair similarities, we end up with a total of 6 main themes:

1) Creativity and innovation
2) Social value/wealth creation
3) Entrepreneurial process: social mission and opportunity recognition

4) Network embeddedness, organizations and institutions
5) Financial and ethical sustainability
6) Cross-sectoral partnership and collective actions

The goal of this study is to contribute to the literature by surfacing common themes and perhaps new ones out of a new systemic and phenomenological approach in the field. Hopefully, analyzing these new and similar themes from a new systemic framework may help better understand SE and open on new research opportunities.

1.3 Phenomenological Research in SE

There are just a few different phenomenological studies in the field of SE when searching in Scopus and Web of Science (the two most reliable databases in the field of SE according to every reviewed systematic literature review on the subject). Part of the research studies were set aside as they cited SE but didn't study it. Only four research studies were studying the phenomenon of SE in their own context.

To begin with, a case study based on a four-dimensional framework for "place-consciousness education" suggests that phenomenology takes an integral part in the analysis of SE (Elmes, Whiteman, Hersh & Guthey, 2012). As part of the four dimensions, the phenomenological frame is an equally important perspective than the sociological (community networks and social construct), critical (political and ideological dimensions), and ecological frames. This framework was built by Gruenewald to provide a holistic approach to cultural education, out of which each frame offers educators a "multidisciplinary construct for cultural analysis". This multidimensional approach sets focus on "places" which, to differentiate it from location, is a social construct continuously adapting through time. It was used by the researchers to fulfill a need of covering a more holistic context to SE, and moreover, to cover aspects of the environment such as the "natural" environment and the complexity and dynamism of social networks. It is a very good example of an empirical study on SE using a systemic approach covering Conway Dato-on and Kalakay’s (2016) four dimensions of SE (environment, individual, process, and organization). In conclusion, the researchers demonstrate that SE can’t be expressed only as a process, an organization or as the social entrepreneur’s implication, that SE is a systemic phenomenon and that Gruenewald’s “place-consciousness education” framework can be used to describe it (Elmes, Whiteman, Hersh & Guthey, 2012).

My study will attempt to demonstrate similar conclusions using Moustakas’ Heuristic Inquiry instead of a Phenomenological Case Study as the methodology and Open Systems Theory instead of “place-consciousness education” as the framework. Moreover, I believe that new themes might emerge from heuristic inquiry, and that the Open System Theory will provide more explanation on SE as a systemic phenomenon.

Another study identifies the key elements that distinguish SE from traditional for-profits entrepreneurship. To do so, a phenomenological approach was used to interview 80 social entrepreneurs in the UK and gather five key themes (the entrepreneurial process, in particular, opportunity recognition; network embeddedness; the nature of financial risk and profit; the role of individual versus collective action in managing and structuring enterprises; and creativity and innovation) (Shaw & Carter, 2007). The frame defined to select social entrepreneurs refers to a specific definition of SE which states any organization that has “social” goals, which is mostly focused, from this perspective, on not-for-profit. Yet, there are some institutions, and some “double bottom line” for-profit.

My study will attempt to identify similar and new themes using Moustakas’ Heuristic Inquiry instead of a traditional phenomenological approach. Analysing the results based on the Open Systems Theory will allow better comprehension of the difference between SE and other approaches to social changes.

A third study focuses on the passion that drives entrepreneurs. A phenomenological study is held, of which surfaces six different types of passion with one peculiarly interesting; the passion for a social cause, defined as "addressing an explicit need in a particular social group, rather than in serving all customers or all stakeholders of the firm" (Cardon, Glauser & Murnieks, 2017). The authors suggest that this key element could be one of the distinctions between a social entrepreneur and a traditional entrepreneur. In other words, while the latter seek majorities as opportunities of mass demand, the social entrepreneurs are looking to help the minorities in need.

My study will attempt at drawing similar conclusions and provide an explanation based on an analysis with the Open Systems Theory. This key element of passion, or consciousness/sensibility, for "social good" is also part of the themes from the co-researchers and I.

The last study is about analyzing the perception of entrepreneurs on what makes their entrepreneurship, "social", using a discourse analysis approach (Parkinson, C. & Howorth, C., 2007). Since there's no clear definition of the phenomenon, it is a relevant question to ask entrepreneurs in a phenomenological study. The results of the study are that entrepreneurial discourse is a key element in order to distinguish social entrepreneurs from traditional entrepreneurs. The authors suggest that, as we lack a legitimate framework to analyze SE, social entrepreneurs may manifest through their discourse; where traditional entrepreneurs seek economical opportunities, social entrepreneurs seek social and moral opportunities. And these opportunities manifest where institutions and other organizations are failing to fulfill a social or moral need.

My study will attempt to select co-researchers based on a similar process of analyzing the entrepreneurial discourse. It will also attempt at surfacing other similarities and nuance through their discourse by using Moustakas' heuristic inquiry. The results of the entrepreneurial discourse of the co-researchers will be analysed using the Open Systems Theory in order to explain the origins of these similarities.

1.4 Heuristic Inquiry in SE

There are currently no studies using heuristic inquiry approach in the literature of SE. In other words, there seems to have no researcher who has experienced the phenomenon of SE as a social entrepreneur, and perhaps no social entrepreneur has the theoretical background of researchers on the phenomenon. I believe my position as an entrepreneur and a researcher will provide a new perspective on the phenomenon.

CHAPTER 2

BACKGROUND

2.1 Qualitative Literature

Queiros, Feira & Armeidos (2017) cites Roshan & Deeptee, and Jamshed in their state-of-the-art review on qualitative research:

“Roshan & Deeptee (2009) justify the increased use of qualitative research methods due to their potentiality to explore several areas of human behavior that cannot be quantified.” (Queiros, Feira & Armeidos, 2017, p.372)

“Jamshed (2014) advocates the use of interviewing and observation as two main methods to have an in-depth and extensive understanding of a complex reality.” (Queiros, Feira & Armeidos, 2017, p.372)

Now, the literature on SE demonstrates that it is a complex phenomenon of human behavior nature, therefore making qualitative research methodology of choice. Moreover, in a study on new qualitative research methodologies in management, Guercini (2014) suggests that “the different works reveal some trends toward a number of qualitative research methodologies in management study, such as the application of new methodologies being discussed with regard to the study of entrepreneurship.” Adding that new problems and opportunities in management and management research emerge from technological and sociological changes, putting traditional methods under strain and leading to the reconsideration of epistemological implications. Studying new qualitative methods as solutions have proven its way in the processes of empirical data collection and theory validation, contributing to reducing the distance between researchers’ and practitioners’ context.

Crescentini & Mainardi (2009) suggest that three important elements should be considered as guidelines to increase the effectiveness of a study using qualitative methodologies: a good structure, a transparent adoption of the research process and ease to be understood by the readers.

2.1.1 Phenomenological Research

Phenomenological research is a method of qualitative research that focuses on the experience of personal consciousness (Groenewald, 2004). Gronewald (2004) cites Husserl, a German philosopher of the late 19th century/early 20th, as being the father of phenomenology. Husserl named his philosophical method ‘phenomenology‘, the science of pure ‘phenomena’, suggesting that: “To arrive at certainty, anything outside immediate experience must be ignored, and in this way the external world is reduced to the contents of personal consciousness. Realities are thus treated as pure ‘phenomena’ and the only absolute data from where to begin.” Giorgi (as cited in Groenewald, 2004), adds that it is the method of describing “as accurately as possible the phenomenon, refraining from any pre-given framework, but remaining true to the facts.” Researchers Welman and Kruger (1999) suggest that phenomenology is about the social and psychological perspectives of a phenomenon expressed by the people involved. Researchers Greene, Holloway, Kruger, Kvale, Maypole & Davies, and Robinson & Reed, (as cited in Groenewald, 2004) agrees and express in their words that phenomenology is concerned about the people that are, or was, involved with the issue that is being studied. The methodological process of phenomenology consists of five rigorous steps that were refined over time: Locating the research participants/informants, Data-gathering methods, Data-storing methods, Explicitation of the data, and Validity and truthfulness. This methodology became a resourceful empirical research method that provides important data (or capta) allowing for theory validation. Groenewald (2004) resumes his general findings, explaining that “the perception existed that experiential learning does not add value because of deficiencies of experiential learning and the constraints experienced regarding its proper management. However, based on the good results derived from in-service training and satisfaction with the integration of theory and practice, an opposing perspective was encountered."

2.1.2 Moustakas' Heuristic Research

Kenny (2012) resumes the research method's historical background and purpose:

"Moustakas's heuristic method has its roots in an autobiographical account of loneliness when having to make a decision regarding his daughter's need for an operation for a heart defect. He used his experience to explore and understand that in others. The methodology was refined over 30 years as Moustakas sought to identify the processes and qualities that helped in the internal search of researchers in their attempts to explore, collect and interpret data holistically." (Kenny, 2012, p.6)

Kenny (2012) cites Van Manen, Patton, Riessman, Rothberg, and Reason and Bradbury's contributions in positioning Moustakas' heuristic inquiry amongst other qualitative approaches:

"Heurism shares some principles with other qualitative approaches. Like Van Manen's (1990) human sciences, it seeks to engage with a phenomenon as it is, with those who have lived the experience, rather than through conceptualisation. By making connections between participants' experiences and those of the researcher, heurism has aspects of auto-ethnographic inquiry in that it appreciates the reflexivity and experience of the researcher as a primary source of data (Patton 2002). Like narrative inquiry, it values the process of gathering stories that can give voice to human experiences (Riessman 1993). In keeping with Van Manen and grounded theory, it favours a movement of data that is emergent. In the flexibility that comes with unfolding understanding, heurism shares with transpersonal approaches the belief that the spiritual and mystical dimension of our lives can be included in our emerging understanding of the experience being explored (Rothberg 1994). Spiritual sensitivity does not mean that the research is removed from life but rather, like action research, shares the understanding that there is an intimate connection between research processes and life processes (Reason and Bradbury 2000)." (Kenny, 2012, p.9)

2.2 Open Systems Theory

The Open Systems Theory (OST) is a framework used in the enterprise architecture literature that had an important influence on applied methodologies in the field, such as Agile and Scrum methods, or Holacratic management and Teal organizations (Bernstein, Bunch, Cannie & Lee, 2016). The management styles that emerge from OST suggest more freedom in workplaces and decreasing levels of related mental illness (de Guerre, Emery, Aughton & Trull, 2008, and Bernstein, Bunch, Cannie & Lee, 2016). OST is also a systemic approach that encompasses systems and their parts, within their environment, as well as the interactions between. Moreover, it suggests ideals seeking principles that lead to decreasing complexity. It'll be used in this study as a framework to analyze the results of dialogues with co-researchers and self-dialogue on understanding the phenomenon of social entrepreneurship in an attempt to provide a systemic definition of the phenomenon.

2.2.1 OST's Foundations

Von Bertalanffy was the first to suggest in 1950 that an open system is distinctive from a closed system in terms of its participation in bidirectional transactions with an external environment where the closed system doesn't even conceive an environment, therefore creating the building blocks of the OST (Emery, 2000). Von Bertalanffy proposed that systems are behaving in response to these transactions with its environment, resulting in adaptations and maladaptations. Fred Emery and Eric Trist extended the theory with the concept of the causal texture of the environment (a term suggested by Tolman and Brunswick and drawn from Pepper), which added a formal conceptualization of the environment component, and provided answers to what a system is adapting to (or maldapting to) (Emery, 2000).

To better understand the theory, let's clarify the central concepts of 'system' and 'environment'.

A system is a set of principles that unites its parts together. In the context of SE, it can manifest as an organization, a business venture, or an institution.

For example, an organization is often composed of the following set of principles: it has a vision and a mission that provides a sense of inclusiveness and purposiveness; it has norms such as remunerations, wages, work hours, dress code, tasks; its has roles such as the distribution of tasks and responsibilities; it has beliefs such as that certain roles deserve greater remunerations, that seniority deserves more privileges, or that it can shape its environment towards its vision.

An environment represents all the parts that are a threat or an opportunity for the set of principles and beliefs that compose the system.

For example, threats could be anything that interferes with the vision and the mission of an organization, such as conflictual market competition, complex relationships and operations, or scarcity of the resources needed to operate. While opportunities could be anything that benefits the achievement of the vision, such as new partner organizations, simpler relationships and operations, or affluence of resources needed to operate.

As opposed to closed systems, which defines systems as the sum of their parts and as entities acting on their own, therefore neglecting the notion of an environment, the paradigm of open systems focuses on sets of principles that unite its parts and that are dependent on their environment.

To better comprehend the paradigm of open systems, Emery (2000) suggests that system (1) and environment (2) interact in bidirectional transactions according to four laws (L). These laws can be perceived as the environment being constantly changing, becoming less or more complex (L22), while the system is planning upon these changes (L12), adapting its set of principles and analyzing new ideas and beliefs from what it has learned by making decisions (L11), and learning from the output (L21).

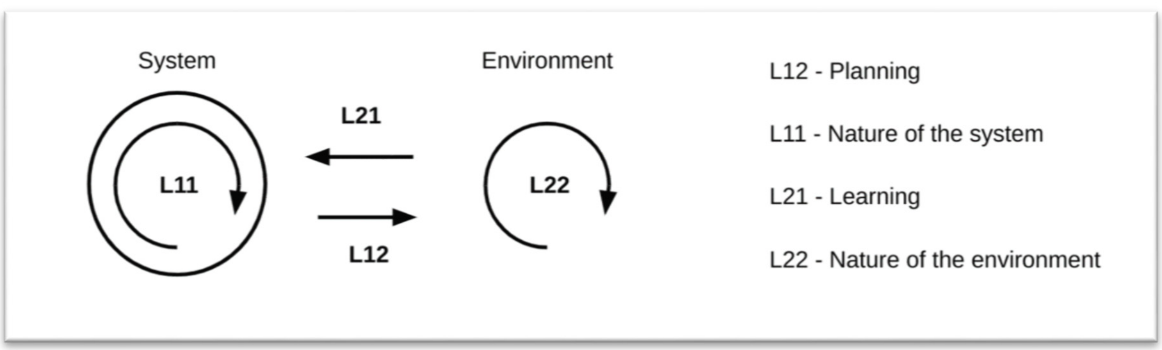

Figure 2.1: Bidirectional transactions. Inspired from Emery (2000)

2.2.2 OST’s genotypical organizational design principles

Emery (1977, 2000) has identified the intrinsic nature of a system by one of three design principles (1-redundancy of parts, 2-redundancy of functions, 3-laissez-faire). In reference to the figure 1. above, design principles represent the manifestation of L11, or how a system organizes itself.

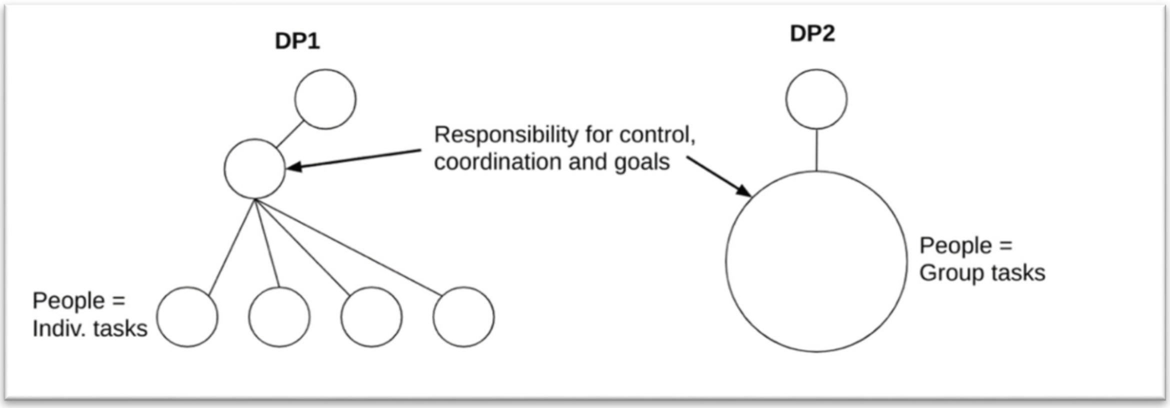

Figure 1.2: Genotypical organizational design principles. Inspired from Emery (2000).

Simply put, the first design principle (DP1), or redundancy of parts, represents a system in which functions can be achieved by many people, while the second design principle (DP2), or redundancy of functions, represents a system in which people can achieve many functions (Emery, 2000). The third design principle, or "laissez-faire", is actually the absence of any structure. Presented differently, within DP1, people adapt to the structure, while within DP2, the structure adapts to its people. A major symptomatic response of this structural difference is the position of responsibility for control, coordination and goal making. Redundancy of parts (DP1) leads to a supervisory or dominant hierarchy, where control, coordination and goal making is located at a higher hierarchical level. Instead, redundancy of functions (DP2), where people are provided with more skills and functions than they could ever use at any given point, puts them all at the same level; the group becomes in charge of self-control, self-coordination and goal making.

2.2.3 OST's maladaptations and adaptations

The intrinsic structure of a system reflects itself in its capacity of adaptation in a changing environment (Emery, 1977). Facing a turbulent environment (more threats and/or less opportunities), a system is typically inclined to anxiety. There are different parameters that trigger this anxiety, and the response may be passive or active. The former response consists of being defensive and of undergoing the changes, while the latter response consists of attempting to reduce complexity of the environment. From a systemic point of view, a response is qualified as maladaptive when it doesn't contribute in reducing the complexity of its environment, isolating two types of behaviors; Passive Maladaptive and Active Maladaptive. A response is considered adaptive when it is leading towards ideals of reducing the complexity of its environment; Active Adaptive.

2.2.4 Similarities with the SE literature

Open Systems Theory shares a lot of resemblance with Corporate Responsibility's systems of innovation which contributed to the SE literature. To begin with, CR's "systems of innovation" is a systemic process, just like OST, meaning that there are interactions between a system and its environment.

As cited in Phillips, Ghobadian, O'Regan & James (2015, p.452), "the importance of such interactions is recognised and explored by the literature relating to the "systems of innovation" approach (e.g. Freeman, 1988; Lundvall, 1988; Nelson, 1993; De Liso and Metcalfe, 1996), which views the innovation process as an interactive and systemic process".

Coriat and Weinstein (2002) suggest the Type 1 and Type 2 institutions, which relate to DP1 and DP2 genotypical organizational design principles in the OST.

As cited in Phillips, Ghobadian, O'Regan & James (2015, p.451), "Coriat and Weinstein (2002) distinguish between Type 1 and Type 2 institutions. The former type "is based on the criteria of authority and enforcement and posed on all the agents" (ibid., p. 283). These are typically formal laws that apply to everyone and cannot be waived (ibid., p. 282), i.e.

institutions that traditionally have been emphasized in the innovation literature. Type 1 institutions also include an enforcement system that punishes any violation of the institutions. Type 2 institutions are the rules that individual agents decide to give themselves; they are "'private' collective agreements between groups of agents" (ibid., p. 283)."

Organizations and institutions influence each other in a system-in-environment relationship, just like employees within organizations. Open systems are part of the environment of sub-systems in a fractal relationship.

As cited in Phillips, Ghobadian, O'Regan & James (2015, p.448), "The nature of the relationship between organisations and institutions may be characterised as game-playing; the institutions acting as the rules that govern the game and the organisations, the players. By pushing against the barriers, or rules, the organisations are the agents of institutional change. Where the game concerns the development of a social innovation, research has shown that social enterprises are initially reliant upon the institutions not only for stability but also for the coordination and reproduction of knowledge (Urbano, 2010)."

We can observe the same fractal sub-systems as organizations and social entrepreneurs influence each other too in a system-in-environment relationship.

As cited in Phillips, Ghobadian, O'Regan & James (2015, p.452), "Building on the systems of innovation approach, we suggest that the social enterprises and social entrepreneurs exists within a social innovation system - a community of practitioners and institutions jointly addressing social issues, helping to shape society and innovation. In doing so, social innovation systems can be viewed as a set of interrelated sub-systems that may act independently but, by means of interactive learning, contribute towards addressing social needs and concerns."

Subsequently, it is interesting to note how two fields of literature have observed similar systemic behaviors and expressed it in their own words. Moreover, this is a leading evidence that the use of OST as a framework is promising at exploring the phenomenon of Social Entrepreneurship. Enterprise Architecture's OST seems to have more profound research material than Corporate Responsibility's system-in-environment theory, which could help provide a better analysis of the phenomenon of SE.

CHAPTER 3

THE RESEARCHER AND HIS ENTERPRISE

As implied in the Heuristic Inquiry methodology, the researcher has to be (or have been) going through the experience of the studied phenomenon in order to go through continuous self-dialogues on the subject and in-depth interviews with people who are experiencing the same phenomenon. Therefore, I met the inspiring founder of a formidable enterprise, became co-owner during the three years that lasted the research, and together we built what the business is today.

The business mission is to encourage people to have fun saving the planet by offering them the most ecological social place possible. In other words, the main purpose was to educate the people on ecology. There seemed to be a lack in the educational system that was failing at providing ecological education to the society, so we saw it as a "social opportunity". And the places where people are open to learn and change when they're not at home, work or school are what we call social places; these home-away-from-home kind of places (i.e. coffee shops, barber shops, bars, parks, etc.).

The business took the form of a coffee shop where its main activities were coffee service, food service, and private and public events. It was very distinctive to other coffee shops as it produced close to no waste at all (by abolishing single use cups and plastics), almost all products were organic, seasonal, locally grown and distributed in reusable containers with sustainable transportation when possible, the menu was plant-based and regular workshops on ecology were offered for customers. Attracted by the need for a good coffee, a good meal, a place to study, to work or to meet with friends, customers were exposed to an ecological lifestyle; consciously and subconsciously learning about sustainable practices. The concept truly inspired the community which contributed to half of the fundings of the business through crowdfunding.

The idea and foundation of the business came before the beginning of the research which modeled and influenced the business model through time. And the idea of "social entrepreneurship" evolved in my mind over time, reflexions, discussions and experiences.

At first, the concept of SE meant to me a for-profit with the "double bottom line" of making profit and fulfilling a "social cause". I was excluding not-for-profits as their business models are often economically unsustainable and dependent on other organizations for financial support, and depending on someone or some organization constitute a negative social impact itself. Another reason was that the major distinction between a for-profit and a not-for-profit simply is the absence of retained earnings, but nothing prevents it from distributing benefits in extensive salaries and other "social advantages", and nothing prevents for-profits to distribute its retained earnings amongst its stakeholders. Simply put, there are not-for-profits that are more capitalistic than for-profits, and there are for-profits that are more cooperative than not-for-profits. Another reason is that the for-profits model is more flexible and resilient for innovations in a complexe environment. Less paperwork and member consultations allows for entrepreneurs to experiment their intuitions leading where no one else believes there's an opportunity.

Further on, SE also meant that neglecting your environmental footprint had a long term negative impact on humanity. So, consideration of environmental footprint became not only a "social cause" but rather a social responsibility.

Then, SE also meant the distribution of wealth, knowledge, tasks and responsibility within the members of the enterprise. Simply put, I believe that hierarchical structures contribute to social inequities.

And then, it also meant geopolitical balance. And geopolitics for business means the local governance of offer and demand. So, giving little to no chance to competitors and suppliers to thrive meant negative social impact. Some would say “it’s business”, but still, not making enough money, losing employees and having to close because of intensive competition leaves a negative social impact that can be avoided with cooperation, trust and distribution of knowledge.

And so, the more the acknowledgment of how the business could benefit “social good”, the more the acknowledgment of how the business could be held responsible for leaving a negative social impact. Hence the inner calling for a deeper comprehension of the phenomenon of “social entrepreneurship”.

CHAPTER 4

CLARIFYING THE GAP

In the light of the literature review and the researcher's context, here's what's covered in the literature field of SE:

1) SE is a phenomenon that seems to be generally expressed in four different perspectives (Conway Dato-on & Kalakay, 2016):
    a. individual (the entrepreneur, phenomenological frame, etc.)
    b. process (social mission, opportunity recognition, venture creation, innovation, cross-sectoral partnership, collective action, etc.)
    c. organization (social enterprise, community network, institutions, social construct, stakeholders, etc.)
    d. environment (demographic and geographic differences, history, institutional setting and socioeconomic conditions, etc.)
2) SE is subjective phenomenon as the notion of "social good" can be someone's notion of "social evil" (e.g. gay rights, birth control, etc.). (Cukier, Trenholm, Carl & Gekas 2011)
3) SE is an essentially contested concept, which means it has different uses and definitions in the literature of the field. (Choi & Majumdar, 2014)
4) SE literature has common themes distinct from other approaches of social change:
    a. Creativity and innovation
    b. Social value/wealth creation
    c. Entrepreneurial process: social mission and opportunity recognition
    d. Networks, organizations and institutions
    e. Financial and ethical sustainability
    f. Cross-sectoral partnership and collective actions

5) An early analysis of the phenomenon from the Corporate Responsibility literature and based on the "system of innovations" (Phillips, Lee, James and Ghobadian, 2015) suggests a comprehensive systemic (i.e. multidimensional) comprehension of the phenomenon, distinct from other approaches of social change by considering the themes in the literature and embedded with other research in the field. Perceiving SE as complex open systems seems to contribute to a paradigmatic shift in the researchers' communities.

Yet, considering all that's covered in the literature, here's what's missing:

1) SE literature is missing a comprehensive, distinctive and embedded definition. (Conway Dato-on & Kalakay, 2016)
2) SE literature is missing qualitative methods to explore and construct its body of knowledge. (Lehner & Kansikas, 2013)
3) SE literature doesn't contain any Heuristic Research.
4) SE literature is missing a pragmatic (practical rather than theoretical) viewpoint. (Lehner & Kansikas, 2013)
5) SE literature is missing a paradigmatic shift in the researchers' communities. (Lehner & Kansikas, 2013)
6) SE literature is missing empirical data resulting from systemic analysis of the phenomenon, encompassing its different dimensions of process, individuals, organizations and environment. (Phillips, Lee, Ghobadian, O'Regan & James, 2015)

Acknowledging what's covered and what's missing in the SE literature led to formulating the research question:

> How do entrepreneurs experience the phenomenon of social entrepreneurship and how is it similar to my own experience?

The reason for this formulation comes from the gap between my experience and the ones described in the literature as well as by fellow entrepreneurs. My focus will be to enlighten the similarities between my own experience and the ones of my co-researchers, while analysing these results using the Open System Theory as a framework.

CHAPTER 5

METHODS

In order to attempt to fill the gap, the methodology chosen for this research is Moustakas' Heuristic Research Methodology. It is a qualitative approach inspired by traditional phenomenological research, which is the study of a phenomenon through the in-depth interview of people who experienced it, combined with a heuristic inquiry, which is the study of a phenomenon through in-depth self-dialogue of the researcher who's experienced it. This approach is ideal for phenomena that we are still struggling at defining. The idea is to find meaning in a phenomenon that the researcher is experiencing, yet struggling to make sense of it based on the available literature and knowledge. The researcher attempts to explore, collect and interpret data holistically, considering as much information as possible. By following a creative thinking process of continuous self-dialogues and in-depth interviews with other people who have experienced it, the researcher attempts at expressing the meaning of the phenomenon in a creative synthesis. The creative synthesis should serve as empirical data and should encompass previous themes of the literature, opening up for discussion and further studies.

5.1 Justification for the choice of methodology

Moustakas' heuristic research seems to be the best methodology for filling the gap in the literature. By analysing every aspect of what's missing in the SE literature, we can understand how this methodology is a fit.

1) SE literature is missing a comprehensive, distinctive and embedded definition.

Moustakas' heuristic approach has the potential of filling the gap with an appropriate definition since the methodology encompasses the researcher's knowledge of previous literature on the subject, combined with the researcher's tacit knowledge of the phenomenon and of other literatures as well as testimonies from other people who experienced the phenomenon (Moustakas, 2001, p.263; Djuraskovic, 2010; Kenny, 2012).

2) SE literature is missing qualitative methods to explore and construct its body of knowledge.

Moustakas heuristic research is a rich qualitative method involving the researcher's profond and passionate desire for a meaning. And "because it is a qualitative method of research [...] its validity cannot be "determined by correlations or statistics". Instead, when evaluating the validity of heuristic research, the researcher needs to be concerned with meaning" (Djuraskovic, 2010). Heuristic research is also a methodology unexploited in the SE literature.

3) SE literature doesn't contain any Heuristic Research.

This might be explained by different reasons. The methodology is mostly known in human science literature, yet seems to be quite unknown to management literature. Many entrepreneurs don't seem to perceive themselves as "social entrepreneurs" rather than entrepreneurs considering social causes; the term seems to be mostly used by scholars to define entrepreneurs that lead "social enterprise" ventures. Entrepreneurship is known as a life commitment profession and only few entrepreneurs succeed; even less are able to pursue other demanding projects simultaneously, such as scientific research.

4) SE literature is missing a pragmatic (practical rather than theoretical) viewpoint.

   Moustakas' heuristic research "seeks to engage with a phenomenon as it is, with those who have lived the experience, rather than through conceptualisation." (Kenny, 2012) It can hardly be more pragmatic than from someone experiencing the phenomenon.

5) SE literature is missing a paradigmatic shift in the researchers' communities.

   Moustakas' heuristic research method suggests a paradigmatic shift from traditional empirical phenomenological methods. "Douglass and [Moustakas] contrasted heuristic research from the traditional paradigm, noting that traditional empirical investigations presuppose cause-effect relationships, whereas heuristic scientists seek to discover the nature and meaning of phenomena themselves and to illuminate them through direct first-person accounts of individuals who have directly encountered the phenomena in experience." (Moustakas, 2001, p.263) Perhaps, this is the first step in leading the researchers' communities toward a paradigmatic shift in the conceptualisation of SE. Moreover, phenomenology and heuristic research assume the position of the researcher's worldviews as a paradigm itself, described as "a basic set of beliefs that guide action". (Groenewald, 2004)

6) SE literature is missing empirical data resulting from systemic analysis of the phenomenon, encompassing its different dimensions of process, individuals, organizations and environment.

   The only study that is known for contributing to this research gap is the one of Phillips, Lee, Ghobadian, O'Regan & James (2015). They suggest an analysis of the phenomenon using a systemic framework (i.e. Freeman's "systems of innovation") which shares a lot of similarities with the Open Systems Theory. Acknowledging these two systemic frameworks allows me, as a researcher and entrepreneur, to perceive the phenomenon from a different perspective and contribute to Phillips et al.'s work and to the SE literature.

5.2 Heuristic Research Methodology

Heuristic research methodology is highly inspired from the rigorous structure of Husserl's traditional phenomenological research methods (i.e. research topic/problem/question/paradigm selection methods, participant selection methods, data-gathering methods, data-storing methods, explicitation methods and validation methods) (Groenewald, 2004). Yet, Moustakas' methodology differs from traditional phenomenology in a way that it embraces the researchers input as a primary source of data, it concludes with essential meanings instead of definitive descriptions and it reintegrates the distilled structures of experience in a creative synthesis (Moustakas, 2001, p.263). In other words, both methods gain insights on a phenomenon from interviews with people who've experienced it, but the traditional phenomenological method limits itself to a description of their output from an "objective" point of view, while the heuristic method benefits from the subjective researcher's point of view to dig deeper in their essence and summarise all of it in a meaningful synthesis.

5.2.1 Formulating the research question

Traditional phenomenological research focuses on the validation of a paradigm. Groenewald (2004) points out that "a good research-undertaking starts with the selection of the topic, problem or area of interest, as well as the paradigm"; defining paradigm as "a basic set of beliefs that guide action, [dealing with] the researcher's worldview." Contrasting with positivism, the phenomenological researcher assumes its subjective presuppositions which are reflected in the formulation of the research question (Groenewald, 2004).

Moustakas (2001, p.268) suggests a deeper connection with the question in the heuristic research methodology, saying “all heuristic inquiry begins with the internal search to discover, with an encompassing puzzlement, a passionate desire to know, a devotion and commitment to pursue a question that is strongly connected to one’s own identity and selfhood.” Heuristic research, in contrast to phenomenology, focuses on the validation of an inner calling for a quest of meaning. Moustakas (2001, p.269) suggests a specific process of “inward clearing” and “intentional readiness and determination to discover a fundamental truth regarding the meaning and essence of one’s own experience.”

In order to formulate my research question, I had to reconnect with the essence of my experiences which demanded an intense and extended introspection process to find the source. In retrospection, my perception of “social entrepreneurship” falls back to my very first conceptions of working and helping others.

> *I was only 14 y.o. when I worked with my family in a project consisting of gathering luggages full of school material in order to provide slums of Lima, in Peru. It wasn’t like we were doing this full time and getting paid in money for this work, even though I did meet people for which it was the case, but anyhow, it opened my mind to an inspiring type of work for which the main revenu is gratitude.*
>
> *At first, the idea of working implicitly meant to me the idea of helping others. Over than just helping, working also meant a zero-sum-game; and as I needed money, other people could help me with it while I could help them with my personal skills. Yet, this naive perception of the experience changed over time and I realised that working*

environments were composed of complex relationships in which competition, accommodation and compromise were prevalent to zero-sum-game.

After working at customer service in different industries - learning quite a bit about helping others - I followed undergraduate studies in industrial engineering. Somehow in a way of finding meaning in the experience of working to help others, I thought engineering could help me in this process. Yet, after working a few years in different industries, I began to realise how little influence I had on the complex relationships that weave an organisation. I was not properly equipped as an engineer to lead an organization toward a zero-sum-game in its complex environment.

This is when the desire of starting my own business emerged. The idea of being at the center of a much simpler organization than the multinational corporations I worked for sounded quite appealing to me. And as I apprehended my incompetence at running a business, I started following sporadic formations as well as graduate studies in management of business innovation.

Only then was I truly starting to comprehend the vast complexity of an organization and its environment. And so I started questioning myself; How can I work toward a zero-sum-game with all the stakeholders involved with my organization? Who are even all the stakeholders involved with my organization? And what do they want? What do they need? How do I get better at helping them? How do I provide them with additional value?

And as I looked for answers in the scientific literature and with fellow entrepreneurs, those questions turned into inductive reasoning; Entrepreneurs might not even be aware of their environment, organization and process. Entrepreneurs might not even *be engaged in their social responsibility. Entrepreneurs might not even be creating social value.*

The scholars mostly refer to similar phenomena and experiences under the concept of "social entrepreneurship". Yet, the field of study is still blurred by multiple perceptions of the phenomenon, which leads to my research question; How do entrepreneurs experience the phenomenon and how is it similar to my own experience?

5.2.2 Moustakas' methods of preparation

While phenomenology contrasts from quantitative approaches and other qualitative approaches by its rather small sample size, heuristic research often aims for an even smaller sample. "The rigor of heuristic approach is generated through observation of and dialoguing with self and others, especially through in-depth interviewing, usually of a purposive sample - that is, one that targets a particular group of people based on their experience of the phenomenon being explored" (Moustakas, 1990). Queiros, Faria and Almeida (2017) describe the phenomenological and heuristic process of in-depth interviews as "adjusted to get detailed and insightful information on a given domain, needing fewer participants to provide useful and relevant insights". Through this process, phenomenology and heuristic research focuses on quality of data over quantity. "Through studying the particular, we may come to know something of the universal. In this case, the universal becomes known through the deep and intensive study of the particular, whereby even small but carefully chosen research samples reveal knowledge and principles that can be generalised to a wider population (Kenny, 2012). Kenny (2012, p.11) compares this inductive reasoning to the writings of Cather (1992): "There are only two or three human stories and they go on repeating themselves as fiercely as if they had never happened before."

Moustakas (2001, p.267) suggests six steps of preparation:

1) Developing a set of instructions

To begin with, a set of instructions in the form of an email (see Appendix A) served as the first connection with co-researchers. The idea was to "inform potential co-researchers of the nature of the research design, its purpose and process, and what is expected of them" (Moustakas, 2001, p.267). Moreover, the instructions needed to be concise in a language adapted for entrepreneurs; meaning short and efficient, and focused on the essence of the phenomenon rather than on scholar terminologies. A set of questions (see Appendix B) were defined and sent before the interviews to the research participants who accepted to participate in order to help them focus on the subject and to trigger introspection.

2) Locating and acquiring the research participants and developing a set of criteria

Assuming there are multiple perceptions of the concept of "social entrepreneurship", the research participants were not selected based on their fit within a social entrepreneurship framework or definition. The participants were intuitively selected based on their entrepreneurial discourse; demonstrating any forms of social acknowledgment, social responsibility or social value. Moreover, the entrepreneurial discourse of the participants had to demonstrate profound passion and determination in their business mission. Based on these criterias, I contacted fellow entrepreneurs of which I had heard of their entrepreneurial discourse out of different mediums; social media, interviews, web series, word of mouth, reputation, etc. Out of eight entrepreneurs contacted, four were willing to participate.

Hugo; Founder of an outdoor white water sport business, member of associations for white water sports regulation and for the protection of natural ecosystems.

Julie; Entrepreneur and co-owner of a family business, founder of a sustainable "slow-fashion" business and co-founder of a non-profit supporting beach cleanings, sustainable lifestyle and social empowerment.

Sophie; Entrepreneur, co-founder of a zero waste local grocery chain and doctoral student in environmental science.

Valérie; Entrepreneur, co-founder of an alternative ecological food distribution center and holacracy ambassador.

3) Developing a contract

A contract (see Appendix C) was then developed in order to set "time commitments; place; confidentiality; informed consent; opportunities for feedback; permission to tape-record; permission to use material in a thesis; and verification of the findings" (Moustakas, 2001, p.267).

4) Considering ways of creating an atmosphere

As implied from the beginning of the commitment, through transparency in the instructions and contract, as well as in the sets and settings used for the interviews, everything was thought in order to "encourage trust, openness, and self-disclosure" (Moustakas, 2001, p.267). The participants were invited to select a cosy known place, like a coffee shop, for their interviews (if possible). One of the interviews was conducted through an online call due to extensive distance.

5) Using relaxation-meditation activities to facilitate a sense of comfort

Some of the co-researchers were involved in deeper self-prone introspections concerning the studied phenomenon, of which I was able to suggest relaxation-meditation activities to help them gain control over these introspections.

6) Constructing a way of apprising co-researchers of the nature of the heuristic design and its process

   Relationship was maintained with co-researchers through sporadic feedback reminding the “importance of immersion and intervals of concentration and respite” due to the heuristic design and its process (Moustakas, 2001, p.267). A data validation document (see Appendix D) composed of a synthesis of the interviews supported with relevant segments was sent to the participants after immersion in the analysis of the interviews.

5.2.3 Moustakas methods of collecting data

Moustakas heuristic research methods of collecting data combine multiple phenomenological research methods; such as in-depth interviews, introspective self-dialogue and the use of art or poetry for exploring further meanings (Moustakas, 2001, p.268).

The in-depth interview is a method used in an attempt to understand a world vue from the perspective of the subject. Groenewald (2004) cites Kvale (1996) with regard to data capturing during the qualitative interview that “it is literally an interview, an interchange of views between two persons conversing about a theme of mutual interest, where researcher attempts to understand the world from the subjects' point of view, to unfold meaning of peoples' experiences. Groenewald (2004) adds up with Bentz & Shapiro (1998, p.96) and Cameron, Schaffer & Hyeon-ae (2001) suggesting that “the intent is to understand the phenomena in their own terms — to provide a description of human experience as it is experienced by the person herself and allowing the essence to emerge .” In contrast to traditional phenomenological research, “heuristic research investigations ordinarily employ an informal conversational approach in which both researchers and co-researchers enter into the process fully” (Moustakas, 2001, p.268). “In heuristic interviewing, the data generated are dependent on accurate empathic listening; being open to oneself and co-researchers; being flexible and free to vary procedures to respond to what is required in the flow of dialogue; and being skillful in creating a climate that encourages co-researchers to respond comfortably, accurately, comprehensively, and honestly in elucidating the phenomenon.” (Moustakas, 2001, p.268) Moreover, Moustakas (2001, p.268) suggests that transcriptions and notes taken immediately following the interview provide a basis for analysis.

The heuristic inquiry is the method of in-depth interview with one self through self-dialogue and reflexive bracketing. Kenny (2012) remarks this method has two qualities. “The first is that, if researchers are going to understand an experience deeply, they must begin with themselves so they can be receptive to all facets of the experiences being explored as they happen. Second, this personal appreciation assists with the process of being open to others, thereby potentially helping the researcher and participant to come together more ‘authentically’.” This method is considered as the primary source of data in the heuristic research (Moustakas, 2001, p.269). Tacit knowing and intuitions are manifestations of the implicit knowledge of the researcher — knowledge deprived of systematic language allowing for explicitation — and introspective processes allow to make sense of this data (Moustakas, 1990; Kenny, 2012).

In addition to in-depth interviews with co-researchers and oneself, Moustakas (2001, p.269) suggests supplementing with any other elaboration of process and content such as diaries, journals, logs, poetry and artwork, which may be the manifestations of an attempt to describe the essence of the phenomenon. In other words, as the researcher doesn’t yet have any framework of frame of reference to describe the phenomenon, any form of expression used to describe it constitutes additional data.

In this study, the following sources of data were considered:

- In-depth interviews of 1 to 2 hours were conducted and tape-recorded with the four participants
- Notes and transcriptions taken during the interviews and immediately after
- Transcriptions from the tape records and validation of their meaning and essence with the co-researchers
- Footage from external sources attesting the entrepreneurial discourse of the co-researchers (e.g. interviews, journalistic articles, documentaries, etc.) were gathered with their approval and validation of content
- Feedbacks and input from informal discussions prior and subsequent to the interviews
- Pages of notes emerging from self-dialogues
- Scientific literature that shared similarities with implicit knowledge
- Books, documentaries and poetry that expressed similarities with implicit knowledge

5.2.4 Moustakas methods of organizing and synthesizing data heuristically

Gronewald (2004) suggests the method of data explicitation when it comes to phenomenology, in contrast with data analysis methods used in other qualitative research. Groenwald (2004) cites Hycner (1999) about the dangerous connotations of the term "analysis" for phenomenology, suggesting "the term usually means a "breaking into parts" and therefore often means a loss of the whole phenomenon [whereas "explicitation" implies an] investigation of the constituents of a phenomenon while keeping the context of the whole." Moustakas (2001, p.269) combines traditional phenomenology and processes of creativity quite similar to

Graham Wallas' stages of the creative process (Preparation, Incubation, Illumination and Verification) (Durham, 1976, p.69) to come up with the unique and rigorous methods of organizing and synthesizing data heuristically. "The methodology was refined over 30 years as Moustakas sought to identify the processes and qualities that helped in the internal search of researchers in their attempts to explore, collect and interpret data holistically" (Kenny, 2012). More specifically, there are seven processes (Identifying with the focus of inquiry, self-dialogue, tacit knowing, intuition, indwelling, focusing, internal frame of reference) and six phases (Initial engagement, Immersion, Incubation, Illumination, Explication, Creative synthesis).

5.2.4.1 The seven processes

The idea behind the seven processes, or qualities, of heuristic inquiry is to provide the researcher with the right tools to capture forms of data that can't be captured with traditional methods. In contrast with designs forcing a deliberate search for absolute truths, heuristic inquiry seeks to valorize a holistic and creative design engaging with ambiguity, unknown, curiosity, openness and tolerance. Through the seven processes, the researcher embraces a fluid and flexible approach allowing to focus more on the process and less on the results. This way, the researcher enhances its capacity of creating connections between implicit knowledge and explicit knowledge; between preexisting knowledge and new information from participants, literature and experiences.

The rigour of following the processes contributes to prevent the researcher from trying to confirm its ideas in an attempt to satisfy a particular hypothesis or to fulfill a need to be right. In fact, the processes are designed so the researcher learns to recognize the potential falsity of its mental models. The researcher is invited to identify, define, accept and set aside its personal motives and values in order to go through the six phases and arrive with new ideas, mental models and contributions.

The seven processes, tools or qualities of heuristic inquiry are: Identifying with the focus of inquiry, Self-dialogue, Tacit Knowing, Intuition, Indwelling, Focusing, Internal frame of reference.

Identifying with the focus of inquiry refers to "one's ability to immerse oneself in the question, achieve complete connection with it, and ultimately achieve a deeper understanding of it through an open-ended investigation, self-directed learning, and the engagement in the active experience" (Djuraskovic, 2010, p.1573) "The heuristic process involves getting inside the research question, becoming one with it and living it. In this respect, it is the question that chooses the researcher." (Kenny 2012, p.7)

As I mentioned earlier in the process of formulating the question of research, the implicit knowledge of "social entrepreneurship" resigned in me for years. It is only through my experiences with the phenomenon that the question started to appear. I slowly began to understand the complexity of organizations as systems and as of their environment. It's through a process of identifying with a focus of inquiry that I was able to formulate the question itself and immerse myself in it.

> *As the question became clearer, all I started to see were social engagement, social value, stakeholders or organizations. I became surrounded by the question, looking for answers in the literature, in the elders, within coworkers, within myself, simply anywhere if only I could make sense of it.*

Self-dialogue means that "the researcher enters in the dialogue with the phenomenon that is being studied" (Djuraskovic, 2010, p.1572). "In the heuristic process, researchers must move between their internal worlds and the external worlds that they inhabit." (Kenny 2012, p.8)

Self-dialogue became common practice as I constantly questioned my reasoning, my thoughts and perceptions. Going through the research process of heuristic inquiry, new implicit and explicit knowledge added up, which brought me to challenge persistently my mental models. Truly, every time I would focus on the research, there would be a continuous stream of dialogues racing into my head of which I was able to express part of it into different forms of notes, poetry and discussions.

Tacit knowing represents "a private, personal, and subjective explicit knowledge (Polanyi, 1958). Furthermore, tacit knowledge represents all internally possessed achievable knowledge that we cannot describe or explain." (Djuraskovic, 2010, p.1575) "[tacit knowing] is personal, subjective and context-specific, and so can be difficult to communicate and is therefore implicit." (Kenny 2012, p.8)

All self-dialogue that I wasn't able to express explicitly formed my tacit knowledge; a sort of melting pot of experiences, phenomena, conclusions, hypotheses and ideas for which I couldn't put a word on to make sense of them, while deeply knowing they were valuable for a holistic understanding.

Intuition and tacit knowing are intimately linked as it allows "access to the underlying pattern of the inquiry when the researcher is trying to understand relationships between diverse aspects of the research process." (Kenny 2012, p.8) "It allows the researcher to recognize the immediate knowledge and it increases the likelihood of highly developed perception and understanding." (Djuraskovic, 2010, p.1576)

My melting pot of implicit experiences composed my intuitive decisions. As a result, my research question and my interview questions were mostly intuitive. They led to open discussions with participants in which they could express what these questions aroused in them, building up an epoché (i.e. themes manifesting the meaning of a phenomenon).

Indwelling is “the heuristic process of turning inward to seek a deeper, more extended comprehension of the nature or meaning of a quality of theme of human experiences” (Djuraskovic, 2010; Kenny, 2012). “Indwelling allows the researcher to consciously and purposefully gain insight leading to the creation of a meaningful synthesis.” (Djuraskovic, 2010)

Building up this epoché, I was confronted by myself by turning inward in this indwelling process to see if the new information would help me make sense of my tacit knowledge. This process contributed to putting words on implicit knowledge, and therefore expressing it explicitly, yet it also contributed to filling my mind with new questions and even more implicit knowledge.

Focusing refers to the “process in which the researcher recognizes the elements of the experience that were out of the researcher’s consciousness” (Djuraskovic, 2010, 1576), or put differently, “the process of ‘clearing an inward space’ to remove the clutter that obscures our understanding, to allow contact with the core themes that emerge out of the experience.” (Kenny, 2012, p.8)

Indwelling inevitably led to the focusing process. As I was overflowing with information, I needed to structure the whole if I wanted to avoid losing parts of it or losing myself into it. Just like we organize our office or our files helps us become more productive, focusing acts the same for our knowledge. When I could, I would express my feelings and thoughts in the form of notes or poetry just to get it out of my head. And themes started to form just like folders to organize files. The process of focusing becomes a flow of organizing files in different folders, creating new folders, deleting old folders and setting aside files in a “to be treated later” folder.

The internal frame of reference represents "the base for all knowledge (Djuraskovic, 2010): To know and understand the nature, meanings, and essences of any human experience, one depends on the internal frame of reference of the person who has had, is having, or will have the experience" (p. 26). "In other words, if the researcher does not honour the individuals' internal frame of reference (individual's internal experience of the phenomena), the risk is that the individuals' experiences, thoughts, feelings, perceptions, and meanings will be distorted (Combs, Richards, & Richards, 1976)." (Djuraskovic, 2010, p.1576)

Earlier, I shared the importance of identifying, defining, accepting and setting aside our own motives and values in order to prevent the idea of satisfying a particular hypothesis or fulfilling a need to be right. The internal frame of reference is the place where they are set aside; it is in other words our mental models. The idea is to embrace intuition, yet to avoid egoistic traps in fear of confronting our own mental models. The internal frame of reference became like a checkpoint for me, or like a backup. I would define and write on paper as well as possible all that I understood at a given time to make sure I could come back to it later. This way, I wasn't afraid of exploring, testing new ideas and focusing deeply on new mental models because, the moment I was feeling anxious and disoriented, I knew I could come back to where I was.

5.2.4.2 The six phases

Moustakas identified six phases in the heuristic research methodology (Initial engagement, Immersion, Incubation, Illumination, Explication, Creative synthesis) which suggest an inspiring reference to Graham Wallas' stages of the creative process (Preparation, Incubation, Illumination and Verification) (Durham, 1976, p.69). The idea is to take the researcher beyond the traditional phenomenological process of gathering perceptive information of a phenomenon by creatively finding meaning out of it.

The initial engagement phase is described as the task “to discover an intense interest, a passionate concern that calls out to the researcher, one that holds important social meanings and personal, compelling implications” (Djuraskovic, 2010, p.1576). Kenny (2012, p.8) simplifies it as “the researcher’s contact with the subject and question. Adding that “it is the autobiographical source of the question that generates the movement of the research as the researcher and the question seek clarity, understanding and integration.”

As explained in the formulation of the research question, the source of the question emerged years before my heuristic inquiry. Yet, it’s only through the process of identifying with the focus of inquiry that I started to recognize the subjective integrality of the question. I had to test my mental models and my perceptions of the phenomenon in different environments before realizing I had no answer. I had to know I could make sense of social environments, of social engagement and of social value, and understand how others cope with this question.

The immersion phase refers to “the invitation, the experience or question to the researcher to stay fully with the experience of the phenomenon in whatever form it takes.” (Djuraskovic, 2010; Kenny, 2012)

Once I had grasped the essence of the question, that is to make sense of social entrepreneurship, I immersed myself completely into it.

> *As the question became clearer, all I started to see were social engagement, social value, stakeholders or organizations. I became surrounded by the question, looking for answers in the literature, in the elders, within coworkers, within myself, simply anywhere if only I could make sense of it.*

The question could inhabit my everyday life for long periods of time before I would start to feel crazy and burned out. This is when I knew I had to go into an incubation phase.

The incubation phase is defined as the “recognition of the value for the researcher in retreating from intense and focused attention on the question or data to engage in activities that are unrelated to research.” (Djuraskovic, 2010; Kenny, 2012)

The incubation phase is never planned, expected or a goal of its own, it is the result of a deep prolonged immersion that triggers the anxiety of having no answer. The immersion process can induce anxiety as it is difficult to live without answers, especially when you are in a research process in an attempt to find an answer. I got stuck in this paradoxical loop of looking for answers and digging deeper to end up only with more unanswered questions. When I would notice signs of performance anxiety and burn out, this is when I would pull out and disconnect completely from the subject and move on to unrelated projects.

The illumination phase is the moment of discoveries. It is the new ideas, mental models or frame of reference that provides more sense to the phenomenon. “Discoveries in science and philosophy come about when the investigator forgets the object of inquiry and engages in other activities. These moments of illumination show when the experience brings with it a change in perception of the subject of inquiry. The internal frame of reference that had previously been in place is often dramatically altered.” (Djuraskovic, 2010; Kenny, 2012)

In my personal process of heuristic inquiry, I could spend days and months in an incubation phase before reaching illumination. The illumination phase is, of sort, the confrontation of an internal frame of reference in an attempt to build a new stronger one. Yet, internal frames of reference, or mental models, are a comfort zone. Just like in conflict management when your opinions are confronted to someone else’s, it is hard to come to a zero-sum game (i.e. a solution). Sometimes you just want to avoid the subject, to resign, to compromise or to stick stubbornly to your point, but you always end up reporting the conflict. Through this process, I realised that I had a lot of trouble differentiating the research process from the quest for an answer. Somehow, I connected so deeply with the heuristic methodology that I couldn't conceive finishing my study without a satisfying answer and therefore I imposed myself with performance pressure. But given the right circumstances, I managed to find the openness, motivation and curiosity to look for a solution; illuminating my questions.

The explication phase "involves examining what has arisen in the process and coming to an understanding of what meaning it might hold." (Djuraskovic, 2010; Kenny, 2012)

Given the new perspective of my illuminations, I was in a position to make sense of my environment and build a stronger internal frame of reference. This is the point where implicit knowledge becomes explicit. It becomes a new checkpoint to start from and search further. I actually moved from immersion to incubation to illumination and explication phases back and forth multiple times before eventually being somehow satisfied with the results and feeling ready to come up with a creative synthesis.

The creative synthesis is defined as "the many strands of experience and understanding that have emerged in the research are brought together to form a coherent whole." (Djuraskovic, 2010; Kenny, 2012)

The creative synthesis manifests itself as the most explicit way I could possibly explain the studied phenomenon as a result of the heuristic research process. In terms of research manuscript, it represents the discussion of my results.

CHAPTER 6

RESULTS

The following data comes from the bracketing of tape-recorded interviews and notes taken and validated based on the interview, informal discussions and external interview footages. Note that all interview data were freely translated from French, their original language.

At first, multiple themes came to evidence which can be found in the validation of my comprehension of the interviews with the co-researchers as seen in Annexe D:

Socio-democratic decision making; Policies; Principles; Values; Collective intelligence; Collaboration; Freedom; Motivators; Vision; Mission

By exploring the similarities in the themes that emerged, four main themes were induced, encompassing and organizing all my experiences and the ones of the co-researchers:

Social Equity; Social Care; Social Empowerment; Social Good

6.1 Social Equity

Sub-themes: Socio-democratic decision making; Policies; Principles; Values

First of all, themes such as policies, principles and values were expressed by the co-researchers and all shared similarities in the choice to put people at the center of the business. These themes demonstrated equity in the stakeholders being taken in consideration in the process of decision making.

“Our business structure isn’t hierarchical, it’s mostly flat, organized in small groups” (Hugo)

Hugo explains how its business is organized in small groups, each with the autonomy and responsibility of decision making regarding its functions.

“The quality of the river is a major issue in the practice of our business activities. It's therefore important to understand the interests of all stakeholders involved in the same activities. [Our organization] is involved in the two federations that deal with whitewater activities in Quebec.” (Hugo)

Hugo underlines the importance of bringing all the stakeholders together in the decision making process of sharing the resources.

“Divisions keep everything from moving. [...] If you unite [...] the lawyer who is trying to pass a law, along with the scientist, and the person directly on the beach who sees the problem and the fisherman who lives with it everyday, [...] at this moment we have power.” (Julie)

Here, Julie explains how decisions are taken to get projects moving in the context of her non-profit organization. She’s acting as a facilitator leading a movement, yet the decisions and actions are made by the people of the community themselves.

“[Our] grocery store is working to change the traditional retail model that consists of optimizing sales volume, negotiating volume prices and valorizing ‘customer is king’ policy. This contributes to the development of a clientele disconnected from the reality of suppliers and producers. The formula with [our organization] is rather to avoid

negotiating with our suppliers by simply trusting them, and selecting them based on their values and principles (are they willing to reduce their environmental footprint?). This relationship strengthens long-term sustainability. All of these decisions influence the budget of the organization which must demand more accountability from its team. It's also a lot of communication with clients, and commitment on their part, so they have to do their part in the system. It's focusing on the collaboration of clients, suppliers and workers. It is based on the support of a niche clientele and to the commitment of key suppliers that the business may have grown." (Sophie)

"As the socio-economic environment of the company is constantly in change, the company should rather bet on a structure that ensures a maximum of resilience and adaptation. So it makes sure it has maximum transparency in the decision-making process by including all the actors as much as possible." (Sophie) "Growing too quickly threatens the organization of falling into a traditional model and no longer meeting the requirements and values of customers, members and suppliers. We must remain faithful to its principles and grow at the rate of all. [Our organization] therefore aims to limit itself at the minimum necessary (rather than aiming for a continuous growth) by adopting a 'happy sobriety' (or voluntary simplicity). In contrast to the traditional model which wants to maximize its profits, [our organization] proposes to establish the minimum necessary to be happy and distribute excess wealth within the organization and its stakeholders." (Sophie)

Here, Sophie explains how decisions are oriented towards the best interests of the stakeholders and how her organization is adapting within a whole environment of systems. She supports the idea that her organization should aim for what's necessary in order to make sure not to exceed in the common goods of the whole.

> *"[...] the holarchical model operates on socio-democratic principles, in other words, in which circles of participants are formed in order to involve a maximum of stakeholders in the decisions. Facilitation is therefore a very important aspect to the success of this model." (Valerie)*

> *"The distribution of wealth is a good example of a challenge that the organization is facing as all members participate in this decision." (Valerie)*

Here, Valerie explains how the holacracy was adopted in her organization and how it involves the stakeholders in the decision making process. They even decide on the distribution of wealth, which is traditionally decided by the shareholders only.

From my own entrepreneurial perspective, we've had quite a similar vision than the one of Sophie and her organization. We've always tried to keep a good relationship with all stakeholders; suppliers, shareholders, employees, customers, competitors and institutions. Our decision making process has always been aiming towards the best of their interests.

6.2 Social Care

Sub-themes: Collective intelligence; Collaboration

Then, social care seemed to have had an effect on the collaboration of the stakeholders and the openness in others' perspectives. Themes such as collective intelligence and collaborative thinking were expressed by the co-researchers as forms of care towards stakeholders implication in the planning process.

> *"[In our organization], everyone on the team is family. Besides, even my girlfriend and our children participate in the business and its activities. It takes a lot of commitment, openness, flexibility, integrity and adaptability. These challenges make real strengths for the company." (Hugo)*

Hugo's organization is close to each other, and not only within the employees, but with their family, with the customers, suppliers, competitors and institutions that are involved in the same environment. All of which are treated with care, just like they were part of the family.

> *"The basis of all of this is to create a platform where we can unite everyone, be it non-profit organizations, personal initiatives, political causes, …" (Julie)*

Julie explains how her organization is based on the care of gathering people together and giving them a voice.

> *"[Our business] relies on a collaborative model. For the company, there is no reason to compete against any other business sharing the same values and the same challenges. Instead of 'competition', we speak rather of 'coopetition'. By creating a network connecting all the 'coopetitors', we can share our good practices and grow with respect for each other." (Sophie)*

> *"Meetings are organized frequently and the tracking of stakeholders' implications and motivation are kept with great importance. Small successes are shared by all parties and everyone's work is valued." (Sophie)*

Sophie's organization is taking care of its employees as much as its competitors. When it comes to collaboration, this organization is involving as many stakeholders as they can.

> *"For example, collective intelligence techniques, or dynamic activities that help center the intentions and objectives of a meeting are common practice." (Valérie)*

Valérie demonstrates how they take care about everyone's insight within her organization.

In the context of my business organization, we've incorporated collective intelligence and collaborative thinking in our fundamental principles. Facing major decisions, we would gather all information that we could get from our observations as shareholders, from our team, our partners, our customers, our suppliers, from other similar business owners and from external consultants. We would organize round tables with as many stakeholders as possible and facilitate collective intelligence activities. This way we could make the best decisions we could for the whole. We would always organize group meetings with the working team every month as well as regular individual meetings to make sure everyone feels included and heard.

6.3 Social Empowerment

Sub-themes: Freedom

Moreover, the co-researchers expressed themes of freedom and passion in a sense that social equity and social care seemed to have resulted in the empowerment of the stakeholders in achieving their own ends and the ends of the whole.

Here, Hugo points out the importance of resilience:

> *"Each member of the organization has enough freedom and flexibility to make mistakes and learn." (Hugo)*

Julie explains how her organization influenced the creation of many more similar organizations, empowering more people:

> *"We never thought it was going to explode so quickly, [...] since then, locally, there has been the creation of 6 non-profits" (Julie)*

> *"A business is a tool for living your passions" (Julie)*

Sophie explains how employees have the freedom to submit and lead their own projects within her organization:

> *"'Intrapreneurship' is also valued, which gives employees a lot of freedom." (Sophie)*

Valerie describes accurately how hierarchical structure may restrain power from the people, and how holacracy provides freedom and empowerment to them:

> *"[In hierarchy] we start from the principle that everything is a red light and you must ask for an authorization to switch to the green light [...] in holacracy, everything is a green light unless there is a yellow or red light indicated under the form of a policy " (Valerie)*

> *"The new corporate structure is based on a holarchical constitution, consisting of principles, or 'rules of the game'. This constitution gives a lot of freedom to its members regarding tasks and responsibilities. While our society seems so accustomed to a hierarchical model, in which accountability always goes back higher, people find it even difficult to re-appropriate this 'new' freedom." (Valerie)*

As of my personal entrepreneurial experience, one of our fundamental principles in our company was that new employees don’t adapt to fit in a position, the company adapts to the strengths and weaknesses of the new employees. The nature of our products and services could change completely with a new person in the team.

6.4 Social Good

Sub-themes: Motivators; Vision; Mission

At last, co-researchers expressed themes of mission, vision and motivators, disclosing their intentions of social good. Co-researchers all seemed to share ideals with their stakeholders, expressed through their vision and mission and acting as a motivator for the whole.

Hugo points out that the environment of a business can be hardly predictable. He suggests to always be ready to adapt. He and his organization always keep in mind to provide social good to its environment:

> *“The socio-economic environment of the business is constantly changing. It is very important to dream and to have a vision spreading over several years in advance. But it is equally important to constantly redefine these dreams while the environment is continuously changing.” (Hugo)*

> *“In a changing environment, it is important not to force too much for fast growth; the organization would just collapse on weak foundations. We test our ideas [in our organization] slowly to ensure that they have their ‘raison d'être’.” (Hugo)*

"[Our organization] encourages and instills in its entourage principles of "Leave no trace" in addition to getting deeply involved in protecting the river and its ecosystem." (Hugo)

"With [our spokesperson] who engages himself to spread the benefits of whitewater sports such as surfing in the river, [our organization] seeks to democratize and grow the activities practiced there." (Hugo)

Julie's organization is dedicated in making its constantly changing environment a better place:

"[Our organization] seeks to reduce the amount of litter that ends up in our oceans by raising awareness through actions and medias." (Julie)

Sophie's organization has a vision of a beautiful environment:

"[Our organization] has the desire to change the world one basket at a time. More concretely, this means developing a fairer and more ecological alternative to eating. These are systemic and large-scale changes that we are aiming for, but it is one step at a time that we will get there." (Sophie)

Valérie's organization is focused on the wellness of its people and its environment:

"[Our organization] consists of people which, on a daily basis, choose to supply themselves differently in order to make a difference in the world" (Valérie)

In my personal entrepreneurial experience, it took us (my partner and I) a few years before catching the essence of our vision and our mission as a business organization and expressing it clearly. But it was clear from the beginning that the goal was to empower the people by offering products and services that are respectful and environmentally, socially and economically sustainable. As it became more evident to all of the stakeholders, a feeling of unity and accountability grew up, motivating everyone in the achievement of a common goal.

CHAPTER 7

DISCUSSION

As we've seen in the literature of SE, most research on the subject would lack the notion of an "environment" dimension (Conway Dato-on & Kalakay, 2016). We've also seen that, according to the Open System Theory, "the conceptualization of a closed system does not include the concept of an environment" and "an open system differs from a closed system by the fact that it is conceptualized as participating in bidirectional transactions with an external environment" (Von Bertalanffy, 1950). Therefore, it seems really important to consider SE as an open system in order to encompass the "environmental" dimension. Accordingly, entrepreneurs were selected based on my intuition that they had some understanding of their environment throughout their entrepreneurial process.

7.1 SE and the OST's Parameters of Choice

The themes that emerged from the dialogues with me and them reflect OST's four "parameters of choice"; probability of choice, probable effectiveness, probability of outcome and relative intention. These parameters are directly related to the bidirectional transactions between a system and its environment (L11, L12, L21, L22). Here, the system is the social enterprise, and the environment is all of the parts involved in its processes. The following table 7.1. represents the different behaviors resulting from maladaptations for each parameter of choice and the ideals associated with.

Table 7.1 : Ideals and Maladaptations. Adapted from Emery (1977), Emery and Emery (1979), Alvarez and Emery (2000).

	Passive Maladaptive System	**Active Maladaptive System**	**Ideals**
Probability of choice (L11)	"Segmentation"; Separation of means and ends; parts pursue their own ends independent of the ends of the whole	"Authoritarianism"; Using power of the parts to achieve the ends of the whole system	"Homonomy"; Sense of belongingness and interdependence. It relates part to part within the whole for the benefit of the whole and all its parts
Probable effectiveness (L12)	"Dissociation"; Lack of coordination and collaboration. No control.	"Evangelicism"; Homonymous domination. Hierarchical control.	"Nurturance"; Cultivating those means that contribute to the health and beauty of the whole and its parts
Probability of outcome (L21)	"Doomsday"; People feeling powerless to influence outcomes	"Social Engineering"; Deliberate action of the elite in favour of their most desirable outcomes	"Humanity"; What is appropriate for the spiritual as well as physical well-being and development of people as people, not subordinated to their institution.
Relative intention (L22)	"Superficiality"; Retreat, reduction in investment and motivation in outcomes	"Synoptic Idealism"; Control of the elite that do not believe in the importance of people's motivation in effectiveness in producing outcomes	"Beauty"; Recognizing and moving toward that which is aesthetically ordered and intrinsically attractive, the antithesis of ugliness.

The following table 7.2 is a behavioral map of me and the co-researchers' organization in function of the parameters of choices. We'll see that our organizations sometimes can be divided in sub-organizations that don't necessarily behave the same. This explains why you'll find in this behavioral map uppercase "X" that represent the behavior of the main organization, and lowercase "x" that represent the behavior of the sub-organizations.

Table 7.2 : Behavioral map of the co-researchers' organizations.

		Hugo	**Julie**	**Valérie**	**Sophie**	**Vincent**
L11	Segmentation		x			
	Authoritarianism	X		x	X	X
	Nurturance	x	X	X	x	
L12	Dissociation		x			
	Evangelicism	X		x	X	
	Homonomy	x	X	X	x	X
L21	Doomsday					
	Social Engineering					
	Humanity	X	X	X	X	X
L22	Superficiality					
	Synoptic Idealism					
	Beauty	X	X	X	X	X

As we can observe in table 2, all co-researcher's results are consistent for the Probability of effectiveness (L21) and the Relative intention (L22), where they are less consistent for the Probability of choice (L11) and the Probable effectiveness (L12).

I believe my first conception of Social Entrepreneurship was mostly related to ideals of Humanity and Beauty, which guided my selection of the co-researchers based on their similarities on these behaviors. These themes were respectively expressed in my results as Social Empowerment and Social Good. The ideals of Homonomy and Nurturance were respectively expressed in my results as Social Equity and Social Care.

My first conception of SE also influenced the interview questions and, after analysis, I had to consider further discussions with the co-researchers to grasp their position concerning the Probability of choice (L11) and the Probable effectiveness (L12) in their organizations. As the information needed to reach my conclusions for these two parameters of choice comes not only from recordings, but also from informal exchanges, quotations from the recordings were not added as they were not relevant enough. The analysis consists rather of summaries of my comprehension of their positions. For the Probability of effectiveness (L21) and the Relative intention (L22), I do a common analysis per parameter of choice based on the similarities, which I supported with quotes from each co-researcher.

7.1.1 Probability of Choice (L11)

For a system to achieve its ends, it may have to face an overwhelming amount of choices to make. This process of decision making, known as "probability of choice", may trigger anxiety amongst the system which will guide its behavior. It is defined by Emery (1977) as:

"Other things being equal, the probability of choosing one course of action rather than some other because it seems more fitting to oneself or one's idea of himself." (Emery, 1977, p.85)

The ideal behavior associated with this "choice behavior" is known as "Homonomy". (Emery, 1977). Homonomy is defined by Alvarez and Emery (2000) as:

"[...] a sense of belongingness and interdependence. It relates part to part within the whole for the benefit of the whole and all its parts. It is complementary to autonomy and the opposite of selfishness." (Alvarez and Emery, 2000, p.685)

This ideal is mostly related to the genotypical organizational design principle of redundancy of function (DP2), as we've covered earlier in this study, suggesting a "flat" or "horizontal" structure in which people are self-managed.

The process of decision making within an active adaptive system aims toward this ideal. Failure to adapt actively to "homonomy" leads to scenarios of maladaptations. The scenario of "Segmentation" is the passive maladaptation of this process of decision making, it consists of denial, or "the escape from the demands of choices" (Emery 1977). The scenario of "Authoritarianism" is the active maladaptation equivalent, it consists of law and order, or using the power of the parts to achieve the ends of the whole system (Emery 1977, Alvarez and Emery 2000).

These maladaptations are mostly related to the genotypical organizational design principle of redundancy of parts (DP1), as we've covered earlier in this study, suggesting a hierarchical structure with management levels.

Hugo

Like many small enterprises with an occasional turnover and only a few full time employees, Hugo's enterprise's probability of choice triggered behaviors of "authoritarianism". Being in the best position to understand the system and its ends, Hugo is in power of using other parts to work in this direction. Still, Hugo's enterprise does demonstrate behaviors of "homonomy", as decision making usually involves multiple employees. It bears this double structure of full-timers behaving with homonomy, and part-timers behaving with authoritarianism.

Julie

In her position in a non-profit organization, Julie has little power over stakeholders to use them to achieve the ends of the whole system. In order to do so, her probability of choice led her to behaviors of "homonomy" as she is taking care of listening and adapting the system to fulfill its stakeholders ends. It can be easy to fall into behaviors of “segmentation” in such a structure, as stakeholders have their own ends which can become conflictual with the ends of the whole. Julie cleverly works at maintaining a common goal among them to avoid this “segmentation”.

Sophie

Sophie’s enterprise is quite similar to Hugo’s at this level. Its situation makes it easier to adopt behaviors of “authoritarianism” as most employees are working part-time and since the company is relatively young, although there are some considerable efforts towards implication of the stakeholders in the decision making process, getting closer to principles of “homonomy”. Sophie’s organization has put a lot of trust in the expertise of their full time employees which realized their own projects.

Valérie

Valérie’s organization is quite unusual in a sense that its members decided to put in place a management system based on the OST called the Holocratic management (or Holocratie). This management style is designed to redirect the stakeholders into active adaptive behaviors when triggered by anxiety inducing questions. In this case, when questioning the capacity of the organization to achieve its ends, the management principles point to a behavior of “homonomy” through a decision making process that maximizes the freedom and inclusiveness of the stakeholders, decision are taking in a democratic fashion and shareholders don’t necessarily have the last word on it.

Vincent

Influenced by my academic background, I was biased in my management style toward an active adaptive behavior. Yet the reality of starting a business, dealing with employee turnover, having only my partner and I fully involved toward the ends of the whole, our probability of choice triggered a behavior of “authoritarianism” for the first couple of years in business. As time passed and experience and knowledge were acquired, our management style turned towards a behavior of “homonomy” as we tried to keep transparency and inform our stakeholders as much as possible in our decision making processes; round tables and communication through are social medias with employees, shareholders, customers, specialists and suppliers were organized. We’ve given a lot of freedom as well to our employees over time as they developed expertise and interest in parts of the business; like recipe creation in production, social media management in communications, event hosting in marketing… Still being the ones the most involved in the day-to-day of our business, my partner and I always kept the last word when it came to business decisions.

7.1.2 Probable Effectiveness (L12)

For a system to make a choice, it may have to gather knowledge on the probable courses of action following those choices (Emery 1977). This process of planning the course of actions, known as “probable effectiveness”, may trigger anxiety amongst the system which will guide its behavior. The ideal behavior associated with this “choice behavior” is known as “Nurturance”. (Emery, 1977) which is defined by Alvarez and Emery (2000) as:

“[...] cultivating those means that contribute to the health and beauty of the whole and its parts. Its opposite is exploitation.” (Alvarez and Emery, 2000, p.685)

The planning process within an active adaptive system aims towards this ideal. Failure to adapt actively to “nurturance” leads to scenarios of maladaptations. The scenario of “Dissociation” is the passive maladaptation of this process of planning, it consists of “the denial that what others do or could do as co-producers would enhance what one could do if guided by selfishness” (Emery 1977). The scenario of “Evangelicism” is the active maladaptation equivalent, it consists of homonymous domination and hierarchical control through “an attempt to generate the psychic support required to overcome the frustration and anxiety of dissociation and breaks out as a highly contagious emotional response, often associated with the emergence of a messianic leader" (Emery 1977, Alvarez and Emery 2000).

Hugo

Hugo as expressed mixed behaviors of "evangelicism" and "nurturance" within his enterprise. It appears that in the context of a small business with around 20 employees, a regular turnover and only few full timers, a "nurturance" behavior is not intuitive. The planning process may induce anxiety, mixed with the stress of the entrepreneurial desire of making sure the business survives, triggers inevitably behaviors of "evangelicism"; law and order, hierarchical structure. Although, Hugo demonstrated impressive trust and freedom towards the few full timers and other few highly motivated employees; a surprising demonstration of "nurturing" within the core of the business.

Julie

Julie's organization lies within an environment of "dissociation". She's bringing together individuals, businesses and institutions to work on socio-environmental problems that may be perceived as unaccountable. Without her work, these stakeholders fall into the denial that what others do or could do as co-producers would enhance their socio-environmental problem solving. By bringing all stakeholders together in a behavior of "nurturance", she enlights the course of actions towards problem solving. Without any authority over the stakeholders, her and her organization have little chance to fall into exploitation of the parts towards the ends of the whole; "evangelicism".

Sophie

Sophie's business structure looks a lot like Hugo's when it comes to the planning process. It is mostly composed of a board of shareholders plus a few full-time employees acting as support team and "branch" managers. Within this board, the planning process triggers mostly behaviors of "nurturance" as everyone is nurtured and involved in the process. When it comes to the “branches” themselves, they are mostly composed of part-time employees and behaviors of “evangelicism” are the norm.

Valérie

In Valérie’s holacratic enterprise, the main observable behavior triggered by the planning process is “nurturing”. Once again, the holacratic principles are guiding the stakeholders to behave this way by organizing themselves in democratic groups of expertise called “circle”. Each “circle” has a leader and a facilitator that is engaged in making sure all stakeholders concerning their specific circle’s subject are represented. These roles are voted by the stakeholders and can be revoked on demand, as well as the circles themselves, which “raison d’être” can be questioned at any time and new circles may be suggested and voted too. The organization is in a favorable position in order to adopt such design principles since it is composed of over 30 full time employees and has been up and running for about 5 years. Still, the business bears a second structure as it contracts hundreds of volunteer workers to help with distribution. Since this volunteer base wields a considerable turnover and a lower level of engagement in general, the planning process triggers behavior of “evangelicism”. It is a completely different structure that works with different rules and principles based on hierarchy (law and order).

Vincent

Even though we are a very small business of five employees, we’ve always been lucky in gathering an incredible team of dedicated, autonomous and loyal employees. With an average turnover of about 1 year, it’s always been fruitful to involve them in the planning process instead of imposing them on what to do. Even though our first couple of years in business were disorganized as we were learning the basics of entrepreneurship, we quickly managed to deal with the anxiety induced from the planning process and adopted a behavior of “nurturance”. Just like our decision making process, we tried to represent our stakeholders as much as possible in our planning process; round tables with employees, shareholders, customers, specialists and suppliers were organized in order to encompass the ends of most of the stakeholders, and create this sense of whole.

7.1.3 Probability of Outcomes (L21)

The “probability of outcomes” is a function of the probability of choice and the probable effectiveness. It's a process of learning from the outcomes of choices on the environment (Emery 1977). This process of learning may trigger anxiety amongst the system which will guide its behavior. The ideal behavior associated with this “choice behavior” is known as “Humanity”. (Emery, 1977) which is defined by Alvarez and Emery (2000) as:

“[...] what is appropriate for the spiritual as well as physical well-being and development of people as people, not subordinated to their institutions. Its opposite is inhumanity.” (Alvarez and Emery, 2000, p.685)

The learning process within an active adaptive system aims towards this ideal. Failure to adapt actively to “humanity” leads to scenarios of maladaptations. The scenario of “Doomsday” is the passive maladaptation of this process of learning, it consists of “the powerlessness of people to influence outcomes” (Alvarez and Emery 2000). The scenario of “Social Engineering” is when “the elites act deliberately to obtain their most desirable outcome” (Emery 1977, Alvarez and Emery 2000).

Similarities

When it comes to probability of outcomes, all entrepreneurs interviewed demonstrated similarities in behavior. This may be an important aspect of what intuitively guided me to select these specific interviewees in an optic of social entrepreneurship study. In fact, all of us demonstrated behaviors towards “humanity” when facing the process of learning from the outcomes of choices upon our environment. Since all of our organizations demonstrated aspects of “homonomy” and “nurturance”, stakeholders do feel the power to influence outcomes and don’t feel controlled and guided by the sole interests of the elite. It mostly manifested as a sense of freedom within the stakeholders.

Of course, all interviewees and myself are shareholders of our business, somehow in a position of leadership, or elite. So, even though our perception of our learning process is perceived as a behavior of “humanity”, it would be interesting to hear the perception of different stakeholders involved to see if it differs.

Hugo

“Each member of the organization has enough freedom and flexibility to make mistakes and learn.” (Hugo)

Julie

“We never thought it was going to explode so quickly, [...] since then, locally, there has been the creation of 6 non-profits” (Julie)

"A business is a tool for living your passions" (Julie)

Sophie

“‘Intrapreneurship’ is also valued, which gives employees a lot of freedom.” (Sophie)

Valérie

“[In hierarchy] we start from the principle that everything is a red light and you must ask for an authorization to switch to the green light [...] in holacracy, everything is a green light unless there is a yellow or red light indicated under the form of a policy ” (Valerie)

“The new corporate structure is based on a holarchical constitution, consisting of principles, or ‘rules of the game’. This constitution gives a lot of freedom to its members regarding tasks and responsibilities. While our society seems so accustomed to a hierarchical model, in which accountability always goes back higher, people find it even difficult to reappropriate this ‘new’ freedom.” (Valerie)

Vincent

“[...] one of our fundamental principles in our company was that new employees don’t adapt to fit in a position, the company adapts to the strengths and weaknesses of the new employees. The nature of our products and services could change completely with a new person in the team.” (Vincent)

7.1.4 Relative Intention (L22)

Behind decision making, planning and learning lies motivations and intentions. This is where the “relative intention” is acting itself as an anxiety factor as the bias of everyone’s interest in different outcomes may influence the course of actions. It’s defined by Emery (1977) as:

“[...] the liking for and desire for certain outcomes, as distinct from recognising that certain outcomes may, objectively, be more probable.” (Emery, 1977, p.85)

The ideal behavior associated with this “choice behavior” is known as “Beauty”. (Emery, 1977) which is defined by Alvarez and Emery (2000) as:

“[...] recognizing and moving toward that which is aesthetically ordered and intrinsically attractive, the antithesis of ugliness.” (Alvarez and Emery, 2000, p.686)

The planning process within an active adaptive system aims towards this ideal. Failure to adapt actively to “beauty” leads to scenarios of maladaptations. The scenario of “Superficiality” is the passive maladaptation of this process of planning, it consists of retreat, reduction in investment and reduction of motivation in outcomes (Emery 1977). The scenario of "Synoptic Idealism" is the active maladaptation equivalent, it consists of "the intention of the elites to plan and administer with such control that the society can function adequately without the motivation of its people." (Emery 1977, Alvarez and Emery 2000).

Similarities

Relative intention is also a parameter for which all interviewees and I share a lot of similarities. All of our businesses are "mission driven" in a sense that we all have a clear and defined mission (or ends of the whole) that unites us together within our system and motivates us to work towards a common vision. Over contributing to the system for a salary, a role, a position, a nature of work or an ambiance at work, our employees are driven by the mission. Our customers and suppliers choose to contribute to our systems over another mostly because they adhere to our mission. These visions that we aim for and missions that we stick with gather many stakeholders because they are an ideal of "beauty" that we all share. This ideal is what motivates and leads most of our intentions as stakeholders.

Hugo

"With [our spokesperson] who engages himself to spread the benefits of whitewater sports such as surfing in the river, [our organization] seeks to democratize and grow the activities practiced there." (Hugo)

Julie

"[Our organization] seeks to reduce the amount of litter that ends up in our oceans by raising awareness through actions and medias." (Julie)

Sophie

“[Our organization] has the desire to change the world one basket at a time. More concretely, this means developing a fairer and more ecological alternative to eating. These are systemic and large-scale changes that we are aiming for, but it is one step at a time that we will get there.” (Sophie)

Valérie
“[Our organization] consists of people which, on a daily basis, choose to supply themselves differently in order to make a difference in the world” (Valérie)

Vincent
“The business mission is to encourage people to have fun saving the planet by offering them the most ecological social place possible. In other words, the main purpose was to educate the people on ecology. (Vincent)

7.1.5 SE as OST’s Active Adaptive System

An active adaptive system is described in the literature as a system constantly seeking for the ideals of the four parameters of choice (homonomy, nurturance, humanity and beauty) by actively adapting to its changing environment through planning, deciding and learning (Emery, 1977, Alvarez and Emery, 2000, Emery, 2000). As we’ve seen with the co-researchers of this research study, there are many constraints to actively seek these ideals. Yet, all of our organizations trended towards them at some extent.
In my comprehension, a social entrepreneurial system could be what the OST literature describes as an active adaptive system.

CHAPTER 8

RETURN ON LITERATURE REVIEW

As we've seen, the appearance of the phenomenon of SE seems to coincide with the manifestation of a lack of corporate 'social' responsibility in enterprises, consequently emphasizing enterprises demonstrating corporate responsibility. We've also discussed that the lack of corporate responsibility manifested as a 'sympathetic discourse' rather than as an 'empathetic discourse'. Moreover, we've seen that corporate responsibility became increasingly complex as the enterprise social environment includes increasing numbers of stakeholders. Therefore, we concluded that 'social entrepreneurship' represents open systems capable of understanding and actively adapting to their social environment, while 'not social entrepreneurship' represents systems unconscious of the complexity of their social environment. We've also seen that design principles aiming toward a redundancy of function (DP2) is favorable to active adaptive systems (social entrepreneurship), while design principles aiming toward redundancy of parts (DP1) is favorable to active maladaptive systems (not social entrepreneurship).

Out of all themes that were gathered in the literature review, six main themes were formed, grouping them by similarities:
(1) Creativity and innovation (2) Social value/wealth creation (3) Entrepreneurial process: social mission and opportunity recognition (4) Network embeddedness, organizations and institutions (5) Financial and ethical sustainability (6) Cross-sectoral partnership and collective actions.

All themes from the literature were expressed to some extent by the co-researchers and were encompassed within the four main research themes that emerged. Yet, if we use OST as a framework to analyze the phenomenon of SE, we can see that many themes are encompassed within ideals and maladaptations.

The focus of this research, obtained by identifying the phenomenon of SE using OST as a framework, is centered on the capacity of a system to be active and adaptive. This was evaluated through its capacity of perceiving and understanding its environment rather than perceiving itself as a closed system, as well as its tendency towards design principles of redundancy of functions (DP2) and behaviors similar to the ideals of parameters of choice. The four main themes that emerged from that research constitute new lines of thought for further research in the field.

This new analysis of the phenomenon also provides a new definition that encompasses all four dimensions suggested in the field of SE: (1) environment (2) individual (3) process (4) organization.

1) The “social” environment is the sum of the parts that are interacting amongst themselves and with the “social” system (or “social” enterprise).
2) The “social” entrepreneurs are the individuals acting as “social” subsystems within a “social” system (or “social enterprise).
3) The “social” entrepreneurship is the set of planning, decision making and learning processes (L11, L12, L21) actively attempting to adapt to a “social” environment as a system.
4) The “social” enterprise is a system aiming at understanding and adapting to its “social” environment. It trends most likely towards ideals of Homonomy, Nurturance, Humanity and Beauty, and can be referred to as an active adaptive system according to the OST.

CHAPTER 9

LIMITATIONS AND FUTURE RESEARCH

The main limitation to this research is that the results are based on interviews with the shareholders of businesses. The discussion assumes their perception of their own organization is reliable data.

For future research, there are two main aspects that could be examined with more interest:

- The field of research of the OST is rich in literature. It could provide a lot of answers to the field of research of the SE. Further research on the phenomenon should be undertaken using OST as a framework.
- The similarities between OST and Corporate Responsibility's system-in-environment theory share a lot of similarities. Further studies on these similarities could unravel new comprehensions in both fields of literature.

CONCLUSION

My heuristic position of entrepreneur and researcher brought me to enlighten similarities in entrepreneurial behavior that weren't part of the SE literature. Using Open System Theory as a framework to analyze these similarities provided an explanation of the phenomenon. It appears "social" entrepreneurs are seeking ideals of homonomy, nurturance, humanity and beauty. This analysis also provides a distinction between "social" entrepreneurship and other approaches of social change and entrepreneurship. It also bridges a gap between Social Entrepreneurship, Open System Theory and Corporate Responsibility fields of literature which all seek understandings of sustainable development. To pursue the work of Fred Emery and all other contributors of the OST literature, I believe in the importance of spreading the ideals seeking principle of active adaptive systems as a solution to reach a less turbulent societal environment. By creating a link between the fields of study of Social Entrepreneurship, Corporate Responsibility and Open System Theory, I believe we are moving forward in this global transition.

APPENDIX I SET OF INSTRUCTIONS

Hi,
[Insert small introduction to clarify the relationship with the co-researcher]

[Personal presentation]
My name is Vincent and I am truly interested in different aspects of your organization, myself being enthusiastic about [your services and interests] and as an entrepreneur. I am also conducting research on the management of business innovation as part of my master's degree and I believe that your participation could be of considerable contribution.

[Project presentation]
I am particularly interested in companies that take social and environmental development into account through their activities. I have reason to believe that this is the case with your business :) So, I would like to take the time to ask you a few questions in order to discuss how we could contribute to the field of study.

[Setting a meeting opportunity]
I would need about an hour to go through the questions related to my research. But I'm always very open to discuss more if you have questions about business management or other things. I would be happy to take this opportunity to discuss it.

Thank you for sharing your availability with me, I will free myself accordingly. We can do this in person, ideally, but if the circumstances do not allow it, we can do it through online call.

With pleasure!
Vincent Dessureault

APPENDIX II INTERVIEW QUESTIONS

Do you consider your business to be successful?

What are the greatest sacrifices that have been made to achieve the viability of your business? (i.e. personal, financial, organizational sacrifices, etc.)

What are the nature of the company's social and/or environmental achievements?

Do you have examples of business decisions that reflect your social engagement? (e.g. refusing to offer a lucrative service knowing that there is a social/environmental cost)

What have been the biggest surprises since the start of the business?

Did you imagine that you and the company would be where you are now?

What are you most proud of?

How do you describe your relationship with your team?

How do you distribute tasks and functions in the company?

How do you describe your relationship with your suppliers?

How do you describe your relationship with your customers?

How do you describe your relationship with the other players around the company? (e.g. other businesses/businesses, other indirectly connected individuals, local politics, etc.)

APPENDIX III CONTRACT – ENTERPRISE INFORMATIONS

ÉCOLE DE TECHNOLOGIE SUPÉRIEURE

Le génie pour l'industrie

Université du Québec

Formulaire d'approbation des données d'entreprise

Titre du projet de recherche :	Social Entrepreneurship and Organizational Engineering: A look from the inside
Nom de l'étudiante-chercheure/étudiant-chercheur :	Vincent Dessureault
Programme d'études :	Gestion de l'innovation
Nom et coordonnées de la direction de recherche :	James Lapalme james.lapalme@etsmtl.ca
Nom de l'entreprise/organisme et de la division concernée (le cas échéant) :	XXXX

Validation des données

Un résumé des données d'entrevue a été rédigé afin de valider les informations transmises lors de l'entrevue qui seront utilisées dans le projet de recherche. L'objectif de ce formulaire est de s'assurer que l'interviewé valide la compréhension du chercheur sur le contenu de l'entrevue. N'hésitez pas à soumettre quelconque modification du présent résumé s'il ne correspond pas à vos propos.

Résumé

Je, ____, appuie la démarche de Vincent Dessureault

Signature : ________________________________

Nom, prénom : ________________________________

Titre et adresse complète : ________________________________

Je, Vincent Dessureault, m'engage à respecter ce qui est convenu entre les parties en présence

Signature : ________________________________

Nom, prénom : Dessureault, Vincent

Titre et adresse complète : Étudiant, M.Sc. Gestion de l'innovation, vincentdessureault@gmail.com

APPENDIX IV

CONTRACT – PERSONAL INFORMATIONS

ÉTS
Le génie pour l'industrie
ÉCOLE DE TECHNOLOGIE SUPÉRIEURE
Université du Québec

Formulaire d'approbation organisationnelle à l'utilisation des données d'entreprise

Titre du projet de recherche : Social Entrepreneurship and Organizational Engineering: A look from the inside

Nom de l'étudiante-chercheure/étudiant-chercheur : Vincent Dessureault

Programme d'études : Gestion de l'innovation

Nom et coordonnées de la direction de recherche : James Lapalme
james.lapalme@etsmtl.ca

Nom de l'entreprise/organisme et de la division concernée (le cas échéant) :
XXXX

Accès aux données

Dans le cadre du projet de recherche intitulé "Social Entrepreneurship and Organizational Engineering: A look from the inside", XXXX consent à donner accès à Vincent Dessureault aux données confidentielles et non confidentielles suivantes :

1) Contenu d'une entrevue enregistrée avec XXXX
2) Tous les informations et documents fournis par XXXX pouvant appuyer la recherche.

XXXX confirme qu'elle ou qu'il détient l'autorité compétente afin d'octroyer cette autorisation. Elle ou il confirme que les données ont été collectées de façon à respecter les principes éthiques en matière de recherche universitaire auxquels le projet de Vincent Dessureault est soumis.
XXXX confirme que les données auxquelles il donne accès à Vincent Dessureault, pourront être utilisées à des fins de recherche et permet à l'étudiant de veiller à ce que les résultats issus en partie ou complètement de l'analyse de ces données puissent être utilisées à des fins de publications.

En contrepartie Vincent Dessureault s'engage à garder confidentiel le nom de XXXX, à moins qu'une entente à cet effet ne lui soit octroyée par les représentants dûment mandatés de l'organisation.

Vincent Dessureault ainsi que James Lapalme s'engagent à garder confidentielles toutes les informations obtenues dans le cadre de cette recherche. Ils s'engagent à protéger l'anonymat des répondants dans la mesure de ce qui est prévu dans le protocole de recherche approuvé par le CÉR (destruction des données confidentielles suite au dépôt de la recherche).

Je, ______________________________, appuie la démarche de Vincent Dessureault

Signature : ______________________________
Nom, prénom : ______________________________
Titre et adresse complète : ______________________________

Je, Vincent Dessureault, m'engage à respecter ce qui est convenu entre les parties en présence

Signature : ______________________________
Nom, prénom : Dessureault, Vincent
Titre et adresse complète : Étudiant, vincentdessureault@gmail.com

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