

## **APPENDIX 1.** Sample of interview questions

All interviews were conducted in Dutch. The questions below are translated by the authors.

**Round 1:** The first round of interviews was highly open and explorative and structured around two primary topics: the entrepreneurs' background, ambition, and work context, and the step-by-step description of the strategic decisions taken in the context of two highly innovative and complex projects they were involved with. The original questionnaire included 55 questions.

1. How would you describe the main goals of the project?
2. How would you describe the discussions in your internal organization at the start and during this project? How did you cope with these discussions?
3. In the course of the project, did partners join or drop out? Which? When? Why?
4. If at all, what was the influence of prior experiences with involved partners on the project?
5. If at all, what kind of problems did you encounter along the process? How were these problems solved?
6. Did you notice typical breakthroughs during the project? If so, when?
7. Did you foresee these breakthroughs? If so, how did you recognize them?
8. Is it possible to steer these breakthroughs? If so, how?
9. If at all, what dilemmas played a role during this project?
10. What choices did you make concerning these dilemmas? Why?

**Round 2:** In the second round, we confronted the same policy entrepreneurs with 20 statements on strategies and strategic dilemmas based on the results of the first “open” round. These statements are oversimplified by design; however, in the answers, we were most interested in the nuance.

1. I feel it is more strategic to link with other plans instead of initiating a new/personal plan.
2. Good relations are more important than fast goal achievement.
3. I prefer tough playing over conflict avoidance.
4. I involve other partners as soon as possible.
5. I prefer achieving goals now over achieving goals in the future.