

## Julie Battilana

Joseph C. Wilson Professor of  
Business Administration,  
Harvard Business School

Alan L. Gleitsman Professor of  
Social Innovation,  
Harvard Kennedy School

Founder and Faculty Chair,  
Social Innovation and Change Initiative



### SEM SPONSORED SPEAKER SERIES SEMINAR

## Doing Good and Doing Well: How Organizational Governance Can Support the Joint Pursuit of Social and Financial Goals

Over the past decade, companies have increasingly been called on to respond to the interests of not only their shareholders, but their workers, the communities in which they operate, the environment, and society at large. These calls, recently expressed in the movement to Democratize and Decommodify Work ([www.democratizingwork.org](http://www.democratizingwork.org)), have led to a variety of organizational responses, including the rise of social businesses. These social businesses operate as hybrid organizations pursuing social goals alongside financial ones. This talk will present a qualitative study which examines one such organization, a large European cooperative bank. The findings reveal a grounded theoretical model of collegial governance that can support social businesses in the pursuit of their dual mission: a system of multilayered, iterative, and consensus-oriented decision-making processes and arenas. The study further highlights the conditions—relating to both governance structure and governance actors—under which collegial governance effectively sustained the organizational pursuit of hybrid goals. This research contributes to scholarship on the strategic management of hybrid goals in organizations that straddle multiple institutional spheres.

**Friday November 6**

**10:00 - 11:30 AM (MST) -- 12Noon - 1:30PM (EST)**