

Supplementary Material

One. Interview schedule

Identifier	Position	Method	Date	Duration (hours)
One	Senior Advisor	Skype	02/04/18	0.55
Two	Senior Economist	Skype	05/04/2018	0.47
Three	Principal Advisor	Skype	06/04/2018	0.39
Four	Head of continuous improvement	Telephone	06/04/2018	1.12
Five	Team Leader	Skype	11/04/2018	0.58
Six	Senior Advisor	Skype	12/04/2018	0.43
Seven	Programme Manager	Skype	16/04/2018	0.56
Eight	Senior Research Officer	Skype	16/04/2018	0.41
Nine	Head of Corporate Planning and Governance	Skype	23/04/2018	1.06
Ten	Portfolio Director	Skype	25/04/2018	1.01
Eleven	Senior Adviser	Telephone	25/04/2018	0.55
Twelve	Senior Advisor	Skype	13/05/2018	1.30

Two. Semi-structured interview questions

Question order:	Question:
Question One	What do you understand an ecosystem approach or SMNR to mean?
Question Two	Why is an ecosystem approach or SMNR the right approach for NRW to adopt?
Question Three	What do you understand complexity to mean in the context of the governance and management of natural resources?
Question Four	How are NRW operationalising SMNR?
Question Five	In what way does SMNR help to address the governance and management of natural resources across different disciplines, and or scales?
Question Six	Can you describe the 'journey' that NRW are on in terms of instituting the processes, forms, and thinking of SMNR; where are NRW on this journey, what is next, and where is the 'destination'?
Question Seven	In what way have the different organisational legacy cultures that different colleagues brought to NRW been transformed into new and uniquely NRW style of leadership, processes, and culture?
Question Eight	How would you describe the culture within NRW?
Question Nine	How does this culture account for socio-ecological complexity?
Question Ten	How are NRW evaluating their internal operationalisation of SMNR?
Question Eleven	How does the organisational culture(s) affect how NRW evaluates itself?
Question Twelve	What are the most significant future challenges facing NRW, its culture, and delivering its complexity mandate?

Three. Data analysis nodes

Parent node	Child nodes
SMNR/EA for managing nexus complexity	Legal/statutory imperative Originality & Effectiveness Advantages/disadvantages of ESA/SMNR 'First-mover' advantage/challenges Nexus complexity challenges Journey towards SMNR
About NRW	Legacy(ies) Challenges and opportunities of 'new' agency Processes, artefacts, architectures Clean sheet-ism
Culture in NRW	Why culture? Can culture be influenced/affected? Witnessing culture Culture and bureaucrats Leadership Culture and process Culture and structure Legacy 'sticking points' Narratives of culture