

**Again, when you go back** to looking at this adaptive cycle, you can see that the system entrepreneurs are doing somewhat different things at different points. They need to be involved in sense-making if things have fallen apart. They need to be involved in the *bricolage* and putting together various ideas at the point where the exploration is going on. But they also need to be involved with the selling, with the placing, with the networking, with the political advocacy that's going to allow those ideas to move quickly when their time has come. They have to remain enough connected with the status quo so that they know when to disturb and to shake that system a little bit to try to create a whole new round of opportunities.

**The specific IE** [institutional or system entrepreneur] strategies are around idea generation, which is in sense making; idea development and selection, which is in brokering and partnership; idea launch, and bringing new resources in the exploitation phase; and finally consolidating—diverting resources for further innovation. This works best when there is some kind of a crisis or collapse so that there are lots of groups that are looking to make new sense that you can draw on, that there are innovative ideas and

thinkers and social entrepreneurs whose ideas you can begin to connect into an innovation, that there's some kind of availability of resources and a network of connections that you may have developed. It's sort of vertical social capital. You have favours you can call in from people who are placed more highly. And, kind of a porous institutional system that can allow a second round to occur, so it's not too consolidated.

**We'll talk much more** about this role and what it can do in this MOOC, but also in future MOOCs. But for now it's just important to recognize that in understanding your complex system, understanding the problem that you're trying to solve, beginning to identify what you think of as good innovations, and trying to move them forward, there is a very important role for agency. But it's not a deliberate role. It's not a linear, rational role of creating an invention or even identifying it, and then just marching it through a process of scaling it out or up. It's a very complex process, in itself, of recognizing moments of opportunity when you can make these kinds of connections and move an idea forward.

**It also involves** the capacity to understand that, in the DNA of the idea itself, there's potential for greater or less disturbance in innovation. It is likely to have a greater or less system impact. You have to kind of keep that in the consciousness of your awareness.