

**At each** phase of the adaptive cycle, there's a particular psych-social space, and system entrepreneurship traits and roles. These are described for each phase, below.

### The psych-social space called release or creative destruction.

**Key pressures** here are sense-making and reconfiguration of resources.

**Associated changes** can include:

- Breakdown of trust, networks, and meanings.
- Confusion, lack of clarity, and lack of direction.
- Pirating of ideas and resources; introduction of novelty.

**People who** are most comfortable and happy here are those who thrive on crisis and new beginnings. Others may be depressed or even in mourning.

**System entrepreneurship** at this phase is about **sense-making**. This includes activities like:

- Branding, mapping, surveying, sharing narratives, and vision-building.
- Non-directed convening such as open door town hall meetings and establishing connections between previously separate groups.
- Directed convening such as future search, scenario planning, or other whole-system approaches.

**Facilitating conditions** here include some crisis or collapse, and having a diversity of groups willing to engage.

### The psych-social space called reorganization or exploration.

**Key pressures** here are the availability of resources (funds, time, energy, and skill), low connectivity, and time pressures.

**Associated changes** can include:

- Multiple "random walks" experiments.
- Initiatives which lead to little in the way of measurable outcomes.

- Reflection moving to experimentation, lots of false starts, and sometimes frustration and mounting anxiety out input/output ratios.

**People who** learn by doing are happy here. Others may feel increasingly anxious about waste of time, or feel directionless.

**System entrepreneurship** at this phase is about **brokering**. This includes activities like:

- Entrepreneurial proposal of novel solutions and ideas.
- Brokering partnerships.
- Building umbrella strategies to link competing solutions.
- Deal-making between parties in order to achieve consensus or to link novel ideas.
- Finding capital for new ideas.
- Shedding ideas without legs.

**Facilitating conditions** here include the presence of innovative thinkers and ideas.

### The psych-social space called exploitation.

**Key pressures** here are the demand for delivery and productivity.

**Associated changes** can include:

- The dynamic of start-up—high excitement as the initiative takes form.
- Communication is still highly personal and roles flexible, with integration through mutual adjustment.
- With success and time, there is increasing need for organizing *systems* (communications, control, accounting), job definitions, and regulation.

**Team builders** and the action-oriented come into their own here. Conceptualizers may feel a little uncomfortable.

**System entrepreneurship** at this phase is about **selling**. This includes activities like:

- Deliberate and strategic marshalling of resources in support of a winning idea set.
- Building broader commitment through storytelling and marketing.
- Leveraging political support for policy change.

**Facilitating conditions** here include the availability of social finance and the availability of vertical social capital.

### The psych-social space called conservation.

**Key pressures** here are the standardization of rules and procedures, and the demand for products.

**Associated changes** can include:

- A time of measurable returns and performance.
- Increased demands for reliability and productivity.

- Increased reliance on systems for monitoring and rewarding efficiency.

**Good management** prevails.

Visionaries step aside and move—or may be moved—on.

**System entrepreneurship** at this phase is about **disturbing/dissemination**. This includes activities like:

- Questioning the broader strategic context in order to understand the reasons for decisions.
- Framing these for front line folks where innovation continues to occur.
- Recognizing innovations of interest to policy makers and ...
- Selling those up to the decision makers.
- Introducing disturbances to precipitate a release phase.

**Facilitating conditions** here include have a porous institutional system.