

A Volume in the *Exploring Organizational Complexity Series*  
Volume 3

**Complexity Science and  
Social Entrepreneurship**  
Adding Social Value through  
Systems Thinking

*Edited by*

Jeffrey A. Goldstein, James K. Hazy and Joyce Silberstang



**isce**

— Publishing

3810 N 188th Ave  
Litchfield Park, AZ 85340

MHOCHSCHULE  
• LIECHTENSTEIN  
Bibliothek

# CONTENTS

## **Preface—Social Business: Designing the Possibility Space for Social Action**

*RonSchultz*.....1

### **1. Editorial: Liberating 'Our Better Angels'**

*Jeffrey Goldstein, James K. Hazy % Joyce Silberstang*—11

## Part 1

### DEFINING AND REDEFINING SOCIAL ENTREPRENEURSHIP

#### **2. The Social Entrepreneurship Matrix as a "Tipping Point" for Economic Change**

*BrendaL.Masseti*.....31

#### **3. Social Entrepreneurship as an Algorithm: Is Social Enterprise Sustainable?**

*JeffTrexler*.....43

#### **4. Social Entrepreneurship and Complexity Models**

*SaidMalki*.....71

#### **5. Seeking the Robust Core of Social Entrepreneurship Theory**

*Steven E.Wallis*.....83

## Part 2

### A COMPLEXITY PARADIGM FOR SOCIAL ENTREPRENEURSHIP

#### **6. Complexity, Systems Thinking, and Social Entrepreneurship: A Future of Possibilities**

*Jeffrey Goldstein, James K. Hazy •& Joyce Silberstang*—111

#### **7. Toward Systemic Societal Entrepreneurship: Opportunities, Theories, and Methods**

*Sara Nora Ross*.....135

#### **8. How to Construct a Sustainable Meta-system: Applying Stafford Beer's Systems Approach for Organizational Transformation**

*Elizabeth VidalArizabaleta*.....157

<b>9. A Case Study of Applying SSM in Community Revitalization</b>	
<i>Gail P. Faherty, Doncho Petkov, Richard Staron, Eric Martin and Mike France</i> .....	175
<b>10. The Complexity of Social Entrepreneurship Systems: Social Change by the Collective</b>	
<i>David R. Schwandt, Scot Holliday • &amp; Gayatri Pandit</i> .....	191

### Part 3

#### ECONOMIC IMPACT AND SOCIAL VALUE CREATION

<b>•11. Social Entrepreneurship, Social Value, and the Environmental "Big Push": Some Remarks</b>	
<i>Mariano Torras</i> .....	215
<b>12. Development Economics and Social Entrepreneurship: A Recursive Social Capital Accumulation Model</b>	
<i>Rodrigo Zeidan</i> .....	231
<b>13. Social-Institutional Entrepreneurship at the Grameen Bank</b>	
<i>Mohammad Imrul Kayes</i> .....	243
<b>14. Toward a Theory of Social Value Creation: Individual Agency and the Use of Information Within Nested Dynamical Systems</b>	
<i>James K. Hazy, Sviatoslav A. Moskalev • &amp; Mariano Torras</i> .....	257

### Part 4

#### SOCIAL NETWORKS AND CROSS-SECTOR ALLIANCES

<b>15. Social Networks and Urban Poverty Reduction: A Critical Assessment of Programs in Brazil and the United States with Recommendations for the Future</b>	
<i>Jeffrey Goldstein • &amp; Rodrigo M. Zeidan</i> .....	285
<b>16. Adaptive Responsibilities: Nonlinear Interactions in Cross Sector Social Partnerships</b>	
<i>Maria May Seitanidi</i> .....	345
<b>17. An Exploratory Study of Cross-Sector Partnerships in Canada Using Complex Systems Thinking</b>	
<i>Jessica Mankowski</i> .....	365

- 18 Observing and Learning from Social Entrepreneurship: Transparency, Organizational Structure, and the Role of Leadership**  
*A. Steven Dietz •& Constance D. Porter*\_\_\_\_383
- 19. Social Entrepreneurship in the Context of the Romanian Transitional Economy**  
*Anca Borza, Catalina Mitra •& Ovidiu Bordean*\_\_\_\_411
- 20. Social Entrepreneurship Effects on the Emergence of Cooperation in Networks**  
*Arianna Dal Forno " & Ugo Merlone*.....427

## Part 5

### SOCIAL CHANGE AND COLLECTIVE IDENTITY

- 21. The Emergence of Collective Identity as a Means for Creating and Sustaining Social Value**  
*James K. Hazy & Joyce Silberstang*\_\_\_\_447
- 22. A Spiral of Innovation Framework for Social Entrepreneurship: Social Innovation at the Generational Divide in an Indigenous Context**  
*Paul Tapsell-8 Christine Woods*.....471
- 23. Creative Interaction in Culturally Diverse Groups**  
*Daniela BeckSLi Choy Chong*.....487
- 24. Evolution of an Organic Champion: Social Entrepreneurship, Complexity Theory and Leadership in Transition—A Croatian Case**  
*Tina Lee Odinsky-Zec •& Paul Stubbs*.....507
- 25. Spiritual Resources for Change in Hard Places: A Values-Driven Social Entrepreneurship Theory of Change**  
*David L. Haskell, Janice Hayashi Haskell •& Jennifer W. Kwong*529
- 26. Social Entrepreneurship as a Performance Landscape: The Case of 'Front Line'**  
*Mary Lee Rhodes •& Gemma Donnelly-Cox*.....559
- 27. Social Entrepreneurs Engage in Adaptation: Twin Virtues for Leading Complex Adaptive Systems**  
*Nathan Harter- & Merwyn L. Strate*.....581

From such a complexity science based point of view, instead of focusing on the special attributes of a special person, attention is placed on the creation of information rich social networks, establishing conditions that foster the emergence of innovation, allowing for self-organizing social processes, connecting the internal dynamics of the enterprise to its many environments, and, in general, promoting networks where resonance. Social entrepreneurship thrives on the learning emerging from macro-system interactivity since such learning facilitates the identification of goals and the attainment of desired outcomes under conditions of environmental uncertainty. Social value is created as shared information is channeled to enhance capabilities and mobilize resources. This groundbreaking volume explores social entrepreneurship from the perspective of complexity science and systems thinking. Case studies, models, simulations, and theoretical papers advance both theory and practice, providing an innovative and comprehensive look at these dynamic topics. Complexity Science and Social Entrepreneurship. Specifications. Series Title. Exploring Organizational Complexity. Publisher. Isce Publishing. Click Here Now <http://getbook.us/?book=0984216405>[Reads] Complexity Science and Social Entrepreneurship: Adding Social Value through Systems Thinking (Exploring Organizational Complexity) Online Ebook. [Reads] Complexity Science and Social Entrepreneurship: Adding Social Value through Systems Thinking (Exploring Organizational Complexity) Online Ebook. Report. Browse more videos.