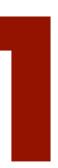
### **Professor Andrew Hargadon**

University of California, Davis

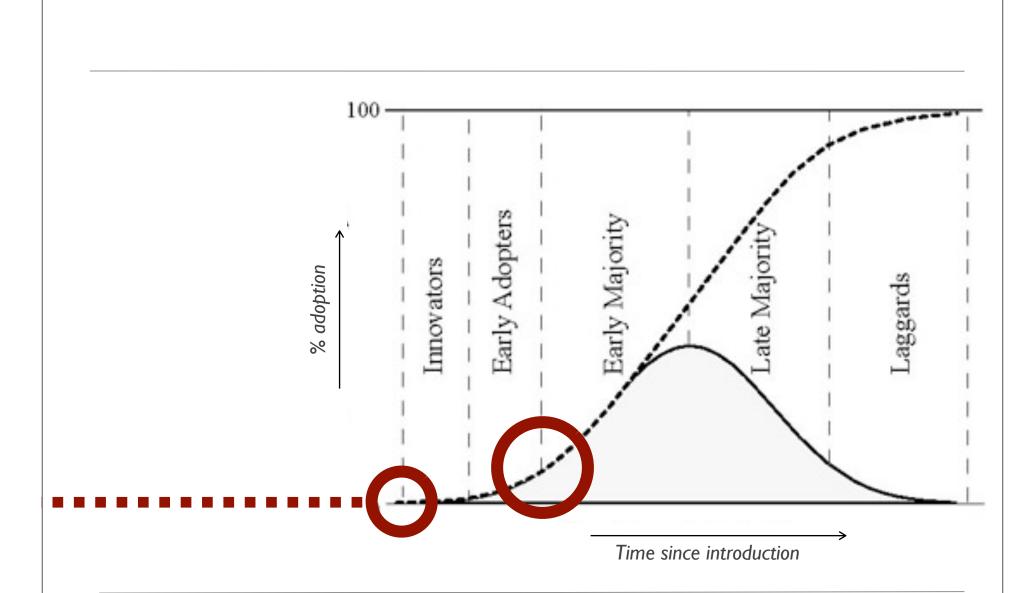
# Innovation and Sustainability

## 2,500











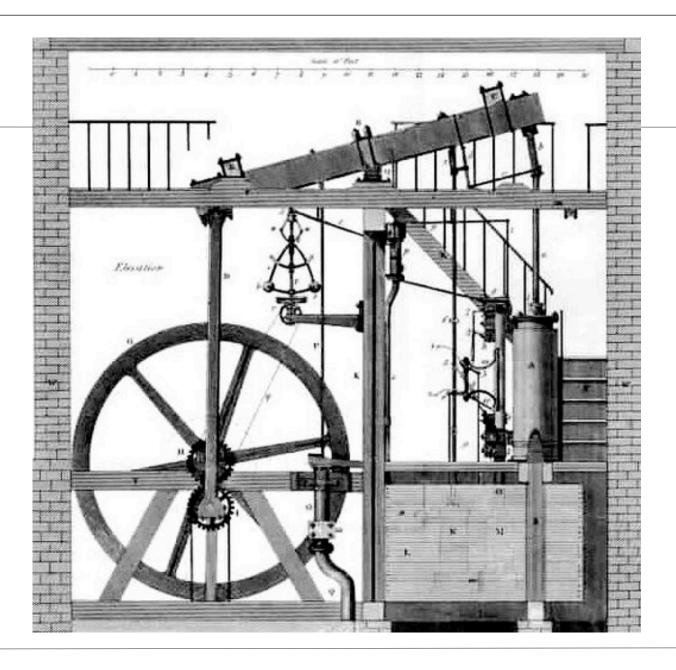


To undertake such new things is difficult and constitutes a distinct economic function, first, because they lie outside the routine tasks which everybody understands and secondly, because the environment resists in many ways... This function does not essentially consist in either inventing anything or otherwise creating the conditions which the enterprise exploits. It consists in getting things done.

Joseph Schumpeter











#### **Watt's Separate Condensor**

- 1. Catching a wave with an EE play,
- 2. The network that made Watt and his idea great, and
- 3. The profound differences between small changes.





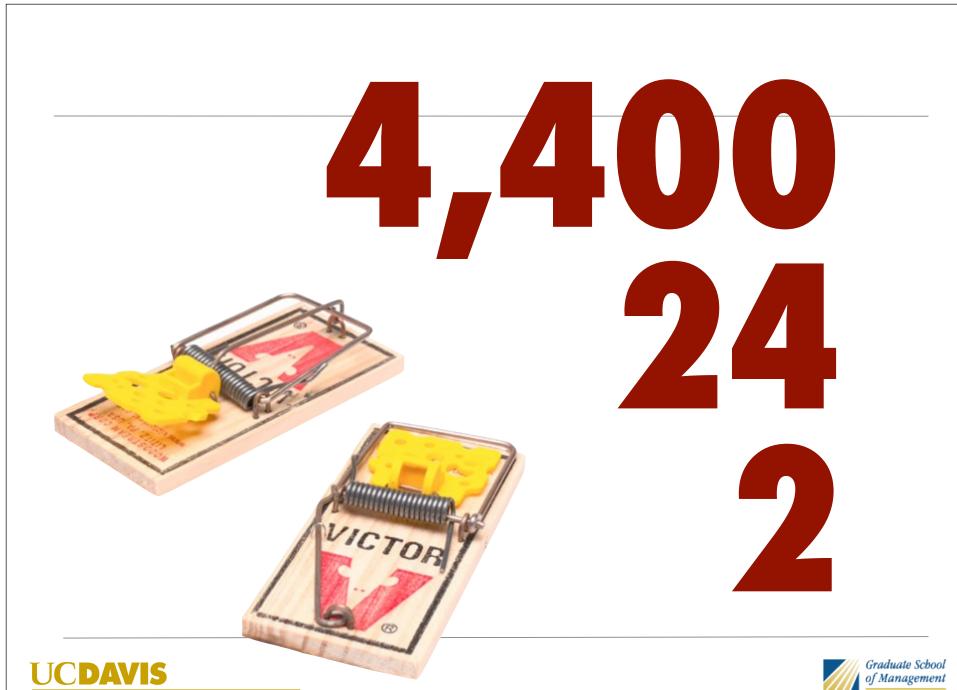






"1st. From Mr. Boulton's own character as an ingenious, honest, and rich man. 2dly. From the difficulty and expense there would be of procuring accurate and honest workmen and providing them with proper utensils, and getting a proper overseer or overseers... 3dly. The success of the engine is far from being verified. If Mr. Boulton takes his chance... it lessens your risk, and in a greater proportion than I think it will lessen your profits. 4thly. The assistance of Mr. Boulton's and Dr. Small's ingenuity (if the latter engage in it) in improving and perfecting the machine may be very considerable, and may enable us to get the better of the difficulties that might otherwise damn it. Lastly, consider my uncertain health, my irresolute and inactive disposition, my inability to bargain and struggle for my own with mankind: all of which disqualify me for any great undertaking.

James Watt





HIP

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4. The network *is* the innovation.



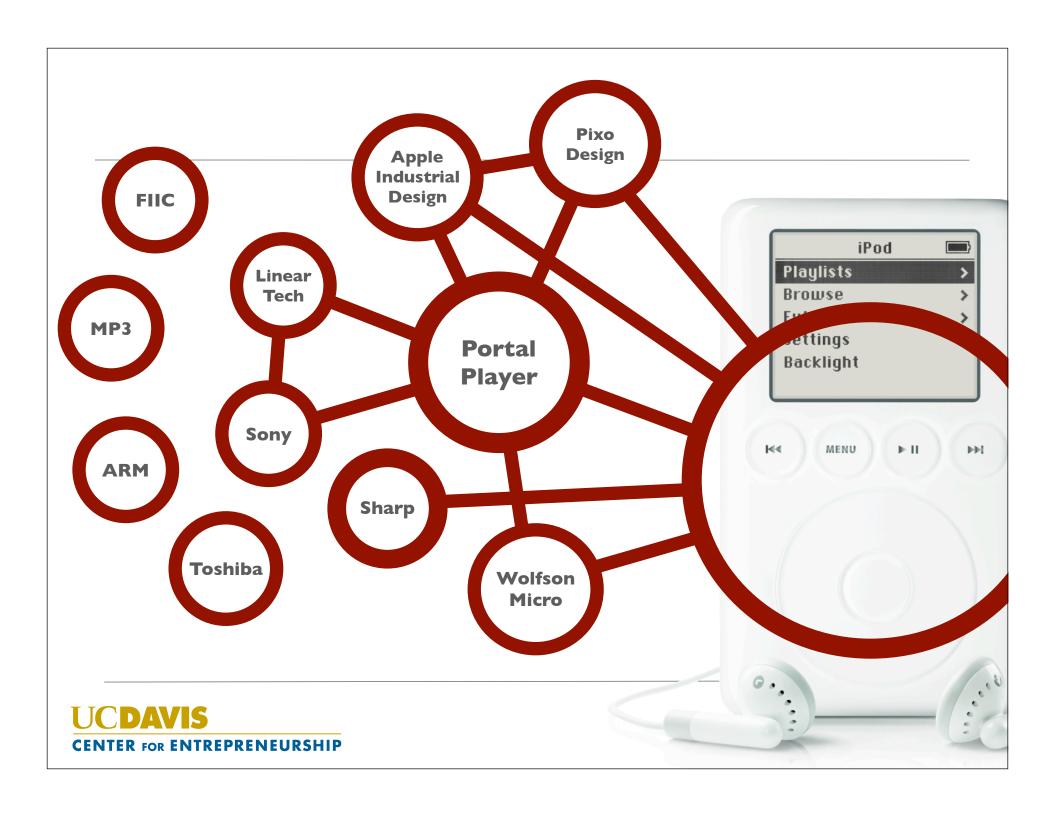




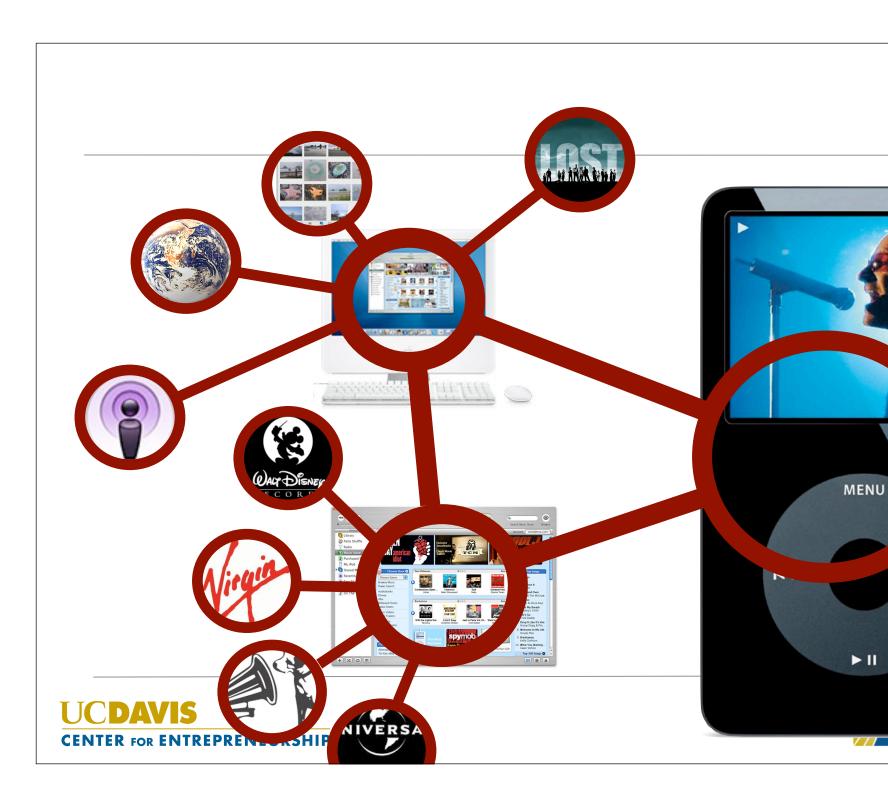


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► II



#### **Netstorming**

So what network would you need to *get* something done about your ideas?





#### Netstorming

- 1. List the incumbent actors in the field you want to change
- 2. Generate a set of potential outside actors who could come into the field
- 3. Define what each set of actors needs, and what they have to offer
- 4. Are there ways to create new networks and relationships and rewire old ones?





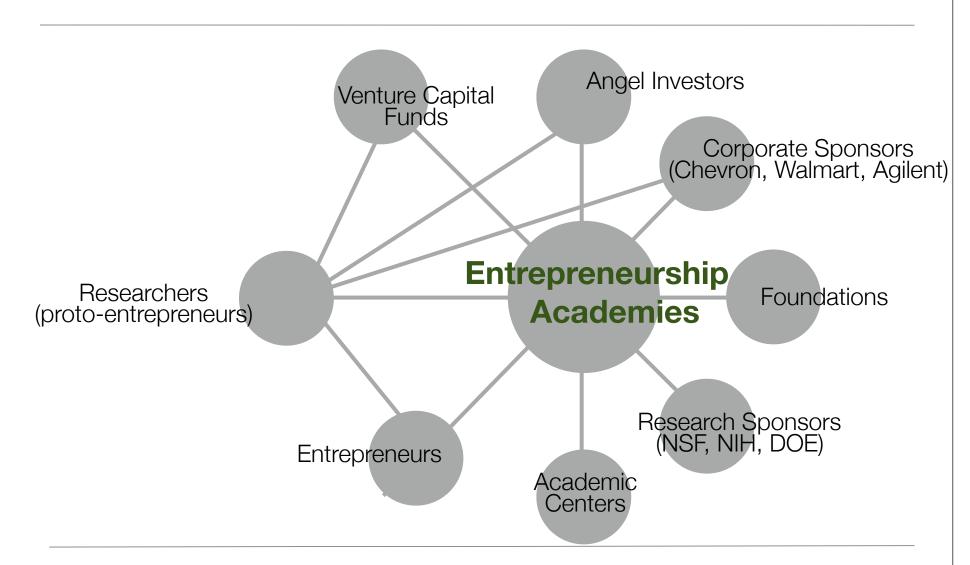
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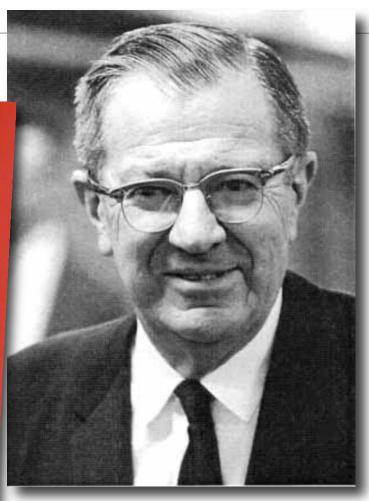




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4. "The future is already here, it's just unevenly distributed"—William Gibson



