

# Chapter 16

## Innovation, change and the intrapreneurial mindset

John Thompson, Jarna Heinonen & Jonathan M. Scott

### Abstract

Creativity underpins innovation which, in turn, underpins both entrepreneurship and change. Businesses – not ideas or products on their own – generate revenue; and in today's uncertain world there is a need to commit to ongoing change in these businesses. Much attention has been given to new product development and to process innovation in the 'corporate world', but arguably less to the *mindset* of the intrapreneurial people who are required to drive the change agenda. It is debatable just how seriously organizations seek to identify those people with intrapreneurial attributes and encourage them to identify and seize new opportunities. This chapter examines the role of people in innovation and change, reflects upon relevant aspects of thinking and doing and seeks to offer insight into the 'intrapreneurial mindset', which we conceptualize and distinguish from the small firm oriented entrepreneurial mindset. The chapter offers a framework – based on talent and temperament attributes – for identifying potential intrapreneurs; and it describes how this framework has been used in a small number of large corporate organizations in the United Kingdom (UK). These findings are put into the context of the manager and leader attributes that are more generally sought by many organizations.

### Introduction

The purpose of this chapter is to examine the role of people in innovation and change, to reflect upon relevant aspects of their thinking and doing and to offer insight into the 'intrapreneurial mindset'. A number of reasons lie behind plans for new ideas or products not 'working to plan', one of which is a failure to have appreciated that some key assumption – whether it was made explicitly or implicitly – should not have been made. For example, initiatives to increase the number and quality of growth-oriented small businesses fail to produce the projected results if they do not discriminate between the enterprising person (who, with some carefully targeted support, is capable of setting up a micro business with limited growth potential) and the person with the potential to grow something of perceived value. Simply, not every one who starts a business has the capability to be another Richard Branson or the right temperament and motivation. Not is anyone with some knowledge of business techniques necessarily a suitable person to advise these start-up businesses: effective entrepreneur enablers relate to the people they work with because they possess a number of the entrepreneur qualities themselves, and can 'think inside the same box'.

In the world of corporate entrepreneurship (CE), where innovation and intrapreneurship are seen as important, there is a similar danger in assuming that techniques based on logical and sequential steps can 'always' provide the definitive answer. While these techniques are valuable, they may become so sophisticated that they draw our attention away from other things, especially the 'softer' people aspects. In this chapter the terms 'corporate entrepreneurship' and 'intrapreneurship' are used interchangeably given that intrapreneurship (Pinchot and Pinchot 1978)<sup>1</sup> is, after all, the establishment and fostering of entrepreneurial activity within large organizations and Parker (2011) ultimately found few differences. CE is 'the process whereby an individual or a group of individuals, in association with an existing organization, create a new organization or instigate renewal or innovation within that organization' (Sharma and Chrisman 1999: 18).

The underlying premise to this chapter is that if companies are to compete in today's global markets, as well as cope with uncertainty and change pressures, they will need to take both innovation and intrapreneurship seriously. Radiou et al (2013) contend that 'jugaad innovation',

resourcefully improvising solutions using simple means in the most adverse circumstances, has been replaced in developed countries by more institutionalized and structured innovation – and that a new (actually old) mindset is required. *Structured business processes and methods are unfit to deliver the agility and differentiation that enterprises need in a fast-paced and volatile world (Radiou et al).*

Guth and Ginsberg's (1990) framework, Figure x.1, divided CE into two routes – innovation and corporate venturing (CV), on the one hand, and strategic renewal, on the other – relating CE to strategic management. In turn, innovation and intrapreneurship need people to think differently and be prepared to get on and do things that drive the change agenda, both reactively and proactively. However, we are not convinced that organizations always factor in the people dimension to the extent we believe is required and, instead, most of the emphasis is on process and sometimes techniques.

The importance of people (employees) has been overly downplayed in research into CE, which overstate the middle manager's role (Heinonen and Toivonen 2008). Burgelman (1983b) conceptualises the middle managers almost as moderators in this process and top managers as 'strategic recognition rather than planning' (ibid: 1349). To some extent, Burgelman's seminal research seems to have been lost in subsequent literature with a 'middle manager focus'. Evidence indicates that there is a direct link between employee satisfaction, on the one hand, and intrapreneurship and thus the organization's performance (proxied by its growth), on the other (Antoncic and Antoncic 2011), while Antoncic and Hisrich (2003) highlighted 'departures from the customary ways of doing business in existing organizations.' Indeed, in terms of intrapreneurial strategy, Ireland et al.'s (2009) model theorizes its 'antecedents', 'elements' and 'outcomes', such as competitiveness and 'strategic repositioning'. Bolton and Thompson (2003, 2013) have emphasised the importance of talent and temperament alongside technique in successful entrepreneurs, regardless of the context. Techniques strengthen our conscious thought processes; but we cannot ignore unconscious thoughts, which affect the (often instinctive) behaviour that we frequently attribute to entrepreneurs and intrapreneurs.

To summarize, the objective of this chapter is to reflect a little upon how people think and behave. It is based on a belief that we need more intrapreneurs and we need to find more effective ways of identifying and supporting those people with the greatest potential to be successful intrapreneurs in the general world of business, in established corporations and in the public sector. Many do succeed, despite the challenges and obstacles to their progress - but their route could be less challenging and their progress swifter. Some fail because they do not receive the type of support that they need. Others remain 'hidden in the woodwork' as we fail to discover their true potential.

## **Innovation and Intrapreneurship**

Innovation and business intrapreneurship have a number of constituent elements: ideas (spin-off points), infrastructure (premises, incubators, suppliers, venture capital, corporate resources etc), networks (support structures and effective enablers), educated and capable people (to help with the growth of the initiative or business) and intrapreneurs themselves (Bolton and Thompson, 2013, op cit). Whilst innovators endeavour to produce as much research and development (R&D) and innovations in-house, it is clear that they are dependent for their success upon utilizing alliance organisations' research through the open innovation paradigm (Chesbrough 2003), locally, nationally, and internationally (Bhidé 2008). Many global companies have significant R&D facilities in China in addition to their country of origin and many other international locations and, therefore, their innovative successes can be linked to the diversity of such innovation triggers.

Ideas come to people 'from anywhere' at any time: when people are deliberately working on a problem or issue, either on their own or in conversation; or anywhere. Although we can train ourselves to think about problems in particular ways, we cannot control unconscious thought processes; and yet people who read and network widely across a wide spectrum put themselves in a position to see and make connections that more specialised people would not be able to make – and

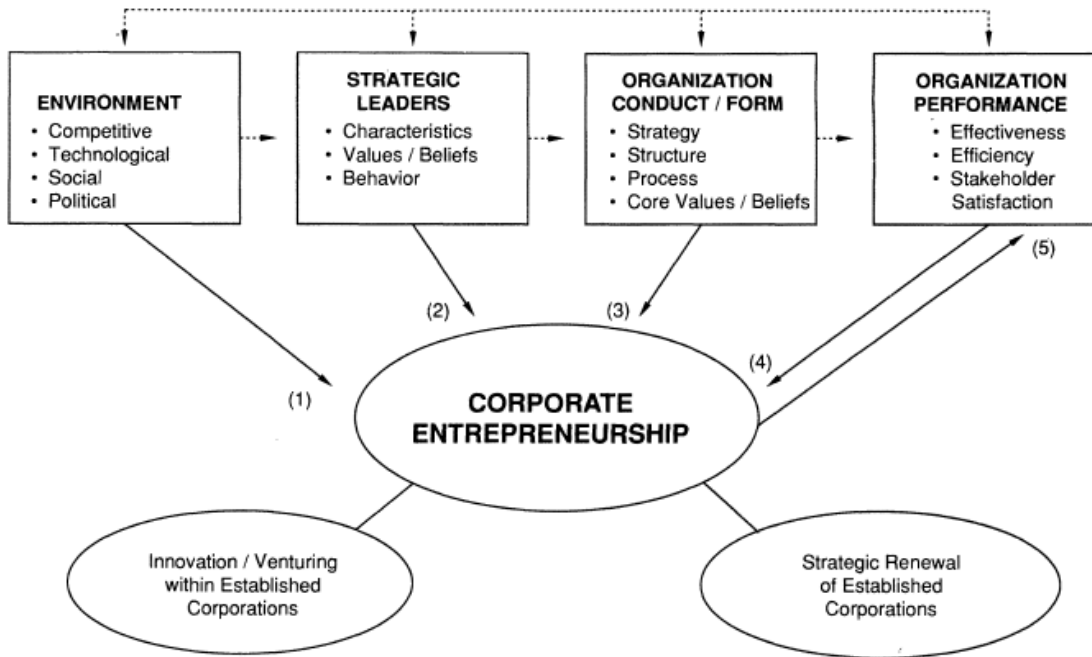


Fig. x.1 Fitting CE into strategic management (source: Guth and Ginsberg 1990).

thus ‘think differently’. They have the potential to transpose ideas from one application area to another. James Dyson’s development of the bagless vacuum cleaner borrowed heavily from his knowledge of centrifugal forces learnt when he was spray painting plastic (Dyson 1997). Ideas are a critical foundation for innovation – but they have to be acted on. **Simply, viable innovation needs both ideas and people.**

Notably, many of the best ideas for intrapreneurial ventures come from the bottom up as, in the corporate setting, autonomy provides an organisation’s members with the freedom and independence needed to pursue intrapreneurial actions (Lumpkin et al. 2009). Different actors have different, mutually interdependent roles in CE processes and hence CE emerges as ‘an outcome of mutually reinforcing pairs or bundles of factors’ (Heinonen and Toivonen 2008: 179) and is more likely in organizations where all individuals’ intrapreneurial potential is identified and nurtured and where organisational knowledge is widely shared (Ireland et al. 2006). On the other hand, employees actively influence upwards (Olufowote et al. 2005; Farmer and Maslyn 1999), in order to get their ideas through in their attempts to develop their workplace. When the ideas meet within this conversational space, individuals construct new meanings and transform the collective experience into knowledge (Baker et al. 2005). Consequently they may find opportunities for learning (i.e. knowledge exchange), which is an essential component of the intrapreneurial activities that enables the organisation to respond to changes in its environment (Dess et al. 2003). This dialogue, defined as reflective conversations enabling inquiry into existing mental models and shaping their emergence, has a key role in CE activities.

While the outcomes of many efforts and initiatives have sometimes been disappointing (e.g. an emphasis is on infrastructure at the expense of the others), at the same time established businesses will always have new ideas and spin-off points; the challenge is spot those with potential that will not distract attention away from existing core activities and to also encourage, support and reward those people with intrapreneurial potential who might champion the resulting initiative. Some organizations establish effective systems for supporting intrapreneurs; others ‘talk a good story’ but little materialises. 3M, as highlighted by Drucker and others, discovered Post-It Notes by encouraging people to network and offering employee the opportunity to spend 15% of their work time developing fresh ideas. One inventor had produced a glue whose sticking properties were inadequate for a

normal glue, while a colleague who sang in a choir saw the potential value of the new substance because he could mark his score with detachable notelets. 3M encouraged people to network, good ideas were resourced and developed, and would-be innovators were provided with mentors (intrapreneur enablers) as well as financial and physical resources. Success brought rewards for some intrapreneurs.

While Universities all too easily focus on science and engineering-driven ideas and infrastructure in the form of science parks and the like, Chesbrough (2003) highlights how the established model that most key inventions and innovations come from large corporate laboratories has become history as scientists and engineers switch between organizations more freely than in the past. The need for networks that encompass large organizations, universities and new start-up businesses – for sharing ideas and knowledge and for spreading the risk – demands a willingness to establish partnerships and alliances and to share which requires trust, a people issue. Businesses, therefore, need people as well as ideas, which are related because, after all: *Ideas don't make money; products don't make money; it is businesses that make money.* Creativity leads to ideas; innovation develops new products from these ideas. We are searching for the right idea, the right product, the right market opportunity and the right timing. Ideas have little real value until something is done with them, until they are put into action. The important chain of events is: see it, seize it, start it and sustain it. Put simply, we might be awash with new ideas – but how many of them are going to amount to something valuable? Creativity, then, underpins innovation which in turn underpins intrapreneurship. Business is a process that starts with ideas, with thoughts, but something innovative has to be done with these thoughts. We can all-too-easily focus a great deal of attention on the process aspects of innovation and business and sometimes take creativity a little too much for granted, as typically we are dealing with creative people. We teach people creative techniques, but we need to drill deeper. Why and how are people naturally creative? Creativity starts in the mind, with conscious and unconscious thoughts. As an innovator, do people *think* much about how they think? - or spend most time *processing* ideas that they come across?

### **Supporting Innovation**

Although technical systems may define optimum or maximum performance, in human activity systems people typically disagree on desired outcomes. Here the working definition of a problem situation is a disparity between what people feel should be happening and what can be observed to be happening. But the nature and extent of the gap is different for different people, depending upon the role, their background and their personal values and beliefs. The search is for a better way of doing something that can be accommodated by all interested parties, not a search for an ideal. However, there is invariably a recognition that fresh, creative ideas – especially ones that can reframe a problem and allow new insights – have a key role to play. There is also an appreciation that progress often involves trade-offs. To improve the performance of something one might have to sacrifice the performance of something else. For example, cost savings may require something to be sacrificed and ideally this must not be something of value for the customer. Alternatively, quality cannot be improved without the possibility of increasing costs - which is acceptable if customers are willing to pay. But sometimes these contradictions can be circumvented. Sometimes quality can be improved with lower costs. There can be increased output from reduced resource inputs.

Underpinning techniques designed to support innovation is the notion that constant innovation is inevitable and with any product or technology there will be continuous and incremental improvement. Innovation and progress is based on knowledge and how it is used. New product and process ideas can be based on new improvemental ideas from people who understand the existing products and processes; from new technologies or developments in other industries or fields; from fashion trends which force a reaction. Christensen (1997) made an important distinction between 'sustaining technologies', which improve the performance of existing products for customers, and 'disruptive technologies' which transform markets and industries, sometimes with, on the face of it, lower performance. Smaller, cheaper motorcycles, for instance, transformed expectations in the market - which grew in size as a consequence, and benefited a number of relatively new competitors.

All companies should constantly seek improvements, but it is all-too-easy to focus on ‘sustaining’ and ignore ‘disruptive’ technologies. Organizations may need to disrupt before they themselves are disrupted. But is it conceivable that these disruptive breakthrough ideas do not come from managed techniques but from inspired, visionary insights that individuals have in some uncontrolled way? Their unconscious thought processes bring together different strands in a new pattern.

Simply we have to manage innovation, do innovation and think innovation. There is a top-down managed approach utilising techniques. There is also a bottom-up approach which attempts to identify and harness ideas from various people and various sources. They are both important.

In their description of the development of low-cost airline Go, Cassani and Kemp (2003) explain how Go’s managers used a list of ‘features to avoid’ in crafting their business model. The following are examples:

- Don’t let a frustrated pilot run the business
- Don’t (simply) choose routes that fly to places you enjoy visiting
- Don’t invest in an expensive home cost base
- Don’t use travel agents if it means expensive commissions
- Don’t buy a fleet of different airplanes
- Don’t confuse customers with complex pricing structures
- Don’t feed passengers with tasteless food they don’t like.

Whilst there is a clear logic in using this approach to clarify the opportunity, there is also some benefit of hindsight. Ryanair and EasyJet had already built successful low cost airlines, in turn ‘borrowing ideas’ from the hugely successful Southwest airlines in America. When Southwest was started in America in the early 1970s, the approach might well have been different, less systematic and more intuitive. The idea for Southwest came from a perceived excess of demand over supply for regular, convenient and affordable flights between the three main cities in Texas. The very fact that the route structure was based on three cities meant the main airlines’ model of hub and spoke routing was never adopted. Protracted negotiations delayed the start-up and cost money. When the flights began everything had to be on a shoestring; there were no other options. This low-cost no-frills model was, in part, built on necessity, inspirational though it was. Ryanair in particular built on the Southwest model with a series of modest innovations, ‘tweaks’ really, that reduced costs and thus strengthened margins in a price competitive industry. Thinking low cost was encouraged as natural behaviour.

## **Thinking and Acting**

In understanding the link between ideas and actions, how we see the world is important. Some of us see threats where others see opportunities; for some the cup is always half-empty for others it is half-full. Why? Intrapreneurs have two linked perceptions of the world. Firstly, they see it is a world full of opportunities and secondly as a world of actions in which they can make things happen. It is as if intrapreneurs have two eyes seeing *opportunities to grasp* and *actions to take*. The brain links these perceptions to give a single view of the world. If the opportunity side is not linked with focused action then in the worst case we have a butterfly that hops from one opportunity to another, never settling for very long. If the action side is not linked with the right opportunity then we have a beaver that builds a perfect dam but in the wrong place.

The link between these two perceptions, then, is important. The mature intrapreneur moves from opportunity to action without difficulty, but for the potential intrapreneur the link may not be so straightforward. The first sign of intrapreneurial talent is generally the ability to spot opportunities but the circumstances may be such that the potential intrapreneur does not have the confidence to go forward and take action. Lack of confidence in the early days is not a sign of a lack of talent. This is seen in other areas when a talent is discovered. Gifted public speakers often admit that they found it extremely difficult when they first addressed an audience. After a while they discover that public speaking comes naturally to them and they begin to enjoy it as their talent blossoms. It is the same

with intrapreneurs when they discover that they are able to spot an opportunity and take it to fruition. Once they find they can do this they gain confidence and very soon it becomes something that they do naturally, even habitually – they have discovered that they are intrapreneurs. So, if we want to truly understand our - or someone else's - propensity to innovate and to influence change in the world around us, we would need to penetrate the mind (or consciousness) of the innovator/intrapreneur in question.

Many innovators and intrapreneurs bring together ideas and thoughts from all over the place - this could appear to happen somewhat randomly, but it could happen because they are people who are specifically questioning why things are as they are. They are perpetually looking for improvement possibilities. Hargadon (2003) contends that Henry Ford did just that with the assembly line for the Model T. He blended inter-changeable parts (taken from the sewing machine industry) with continuous flow production techniques he had seen in soup canning and the assembly layout pioneered in slaughterhouses.

*These intrapreneurs and inventors are no smarter, no more courageous, tenacious or rebellious than the rest of us, they are simply better connected.* Hargadon may be over-stating the point here, but his argument that there are more intrapreneurs than we yet recognise is well-made and they: *see opportunity where others see chaos, contradiction and confusion.*(Timmons, 1989). In addition, of course, they act.

It is, of course, interesting that when intrapreneurs and others constantly question and challenge they make others feel uncomfortable and sometimes threatened. They may not always be the most popular people!

Some people also read and study across a wide range of disciplines looking for things that might be transferable. The transfer process in the end can be either conscious or unconscious. In this context, we perhaps have to accept that there may never be an adequate explanation for the creative inspiration that some people have - who can explain how Beethoven, Handel and Mozart found their ideas and compositions? If we can find the answer to this then maybe computer composition software will produce music that has the same impact as Mozart.

Moreover, the impacts are not always predictable. The invention of the clock gave us the ability to accurately measure time. This transferable ability for precision measurement has proved invaluable in many other related and unrelated areas. Developments in computing move the computer industry along the track, with both incremental and sea-change improvements. But computer technology has also impacted upon many other industries and made possible what once seemed impossible. In the context of intrapreneurs it is important we understand something of this - for, as Hargadon (2003) argues, 'out there' are more intrapreneurs than we yet recognise. It is important that we find them and nurture them. We need to recognise them and their potential - and believe in them and their potential. They in turn have to believe in themselves and their abilities - and in the value of their ideas. It is necessary to understand the extent to which the person 'dares to be different' and has the courage to act.

For this to be the case, the person must be willing to accept failure and the consequences of failure - which is not saying they necessarily expect to fail and certainly not saying they want to fail. Quite the contrary, they want desperately to succeed, often for reasons best known to them.

### **The Power of Solving Problems Together**

It has been commented that 'the way we see the problem is the problem'. We can take this to mean that however we define a problem that is the issue we are going to deal with. We know our problem! The other interpretation could be that it is problematical that our perception of the problem could well be different from the views of others. The problem lies in our attribution of meaning - our personal way of seeing something. The same principles apply to potential opportunities. Some people see a particular situation as an opportunity that they are minded to act on. Others see the same situation and dismiss it as having no consequential significance. Christensen (1997) reminds us that

technology advances can sometimes offer more than customers want - 'scientists can over-shoot'. Yet, customers don't have all the answers, either!

Innovation literature emphasizes the role of intra- [endogenous] and inter- [exogenous] organisational processes relying on extensive communication and knowledge exchange. The recent CE literature – and seminal older studies (e.g. Burgelman 1984) – also recognizes the role of both top-down and bottom-up influences in the emergence of CE. Given the crucial importance of the channels transferring the influences within the organisation and the idea of extensive boundary spanning communication, CE can be considered to have emerged particularly when top-down and bottom-up influences meet and negotiate in conversational space and create positive complementarities. Consequently, it has been suggested to study whether there are complementarities among the managerial (top-down) and individual (bottom-up) influences (Heinonen and Toivonen 2008), both anticipated to have their role in CE. Based on complementary theory, both causal directions are worth investigating (see Bresnahan et al. 2002). Due to the role of knowledge exchange and boundary spanning communication for innovation activities, the focus is on modalities, i.e., channels which transfer the influences within the organisation. It is acknowledged that both internal and external knowledge and boundary spanning might be of importance for CE activities. In this study an innovation, i.e., the creation of something new and different (Kuratko and Audretsch 2009), is considered to be one outcome of such intrapreneurial activity (Heinonen and Scott 2010). Although innovation is an outcome of CE, on the other hand CE can also be a vehicle to bring innovation to market. In this sense, then, intrapreneurial innovation could be conceptualised not just as a two-way interchange between intrapreneurs and innovations, but as a circular, cyclic process in which one phenomenon contributes to the other, and vice versa. By doing so, they are under the control of their leaders, but the leaders are similarly affected by the employees' behaviour (Heinonen and Toivonen 2007). Straightforward communication is vital for this bottom-up influence to be channelled upwards to the managerial level (Heinonen and Toivonen 2008).

The differential levels of top-down and bottom-up influences, namely intrapreneurial innovative triggers, generate varying synergies between senior managers and employees, which are then either converted into strategic actions or not. Key to successful innovation is the notion of employee involvement or "high-involvement innovation" (Schroeder and Robinson 1991), a concept that has not yet penetrated the boundaries of the CE discipline and concept.

### **The FACE of the Intrapreneur**

Bolton and Thompson (2003, 2013) have identified certain attributes that define the intrapreneur. The acronym is FACE - focus, advantage, creativity and ego. They are natural and instinctive behaviours that define their style and approach. The strength of each attribute, and the relationship between them, allows us to understand a person's intrapreneurial potential.

The order in which they work is a mirror image of the FACE. Our Inner Ego determines whether we act at all. This is our inner drive, our motivation to do something. Creativity and advantage work together, to identify and prioritise good opportunities. Creativity generates ideas and spots opportunities; advantage selects ones worth pursuing. Ideas, after all, are not necessarily opportunities. Intrapreneurs do this naturally and instinctively; at the same time, some techniques do provide valuable frameworks for making the assessment. Focus (time, target and action focus) works with our outer ego to make things happen. Our outer ego comprises our courage (our behaviour in the face of setbacks), our responsibility and our accountability. Thus we can see a thinking-seeing-doing chain.

Personalising this process .... **Creativity** thus affects the type and quality of ideas you have. You enjoy problems and problem solving. You naturally look for new opportunities to be different. **Advantage** helps you select those ideas that are worth pursuing. You understand customers. You have a clear vision for what you are trying to achieve. You appreciate what resources you need and are willing to set off without necessarily having all the resources you know you are going to need. And you are minded to set milestones and review your progress. **Focus** is the third essential requirement. Action focus - you are minded to get on and do something. Target focus - you know

what you are trying to achieve and you won't get distracted. Time focus - linked to a sense of urgency.

These three attributes are talents. In one sense, we are either naturally like this or we are not. We can hone our skills and we can be offered certain helpful techniques - such as courses in creativity, problem solving, time management and project management - which will help us improve our performance. But if these are not natural behaviours it is unlikely that we will ever achieve excellence and outstanding performance, although clearly we can improve.

Systematic innovation processes are designed to help people manage creativity and secure advantage. They are, therefore, valuable. But arguably they will always be more effective with people who are already strong in creativity and advantage - and yet many of these people come up with good ideas without the need for designed frameworks. Paradoxically, then, it is tempting to think of techniques as a substitute for talent. Some people need techniques to counter relatively low strengths in creativity and advantage.

Even if we have the talents, we also have to want to do something with them that exploits their true potential. Our temperament must underpin and lead our talents. The most important descriptor of our intrapreneurial temperament is our **Ego**, which has both inner and outer layers. Our inner ego is built around our motivation. What is it we want to do and achieve? This needs supporting with self-assurance (we have to believe in ourselves and our talents) and dedication to make what might happen. Much of this is known only to ourselves, and to those who are very close to us and live with our dreams and self-doubts, whatever image we might wish to project to the outside world, to other people. The outside world sees more of our outer ego than our inner ego. Here we are talking about our ability and willingness to accept responsibility for our actions and to be accountable. It also embraces our courage - our willingness to take certain risks and our willingness to fail; our willingness to confront situations and not walk away at the slightest hint of difficulty; our willingness to stand up and be counted.

There is a fifth characteristic, team. T completes the acronym and makes the word FACET. **Team** qualities are required to act as a multiplier effect and enable greater output. Intrapreneurs cannot build something of value on their own. They have to harness the skills and support of other key people, who they have to select and persuade. Part of this comes from effective networking. We all know of teams that work well - they are creative, supportive of each other and they make things happen. Others seem to get bogged down. People argue. There is little trust.

It is not unusual for us to think of management teams as task-based teams, ones which can cover all the important functions such as sales, finance and operations. Utilising the ideas of Belbin (1981) it has also become increasingly normal to look at the natural roles that individuals contribute in team situations, attempting to iron out potential conflicts and engender harmony. Some people are good with ideas, some at group dynamics, some at finding information and others at translating ideas into actions. Intrapreneur teams (teams led by an intrapreneur) and intrapreneurial teams (teams that behave intrapreneurially) ensure that there is creativity (ideas), advantage (clear routes forward) and focus (targets and action plans that get followed through) as well as a real determination to make things happen and achieve results (ego). Chesbrough (2003) reminds us that ideas and information are shared in the most effective networks, and that it was such networks that helped spawn many of the technology advances and new spin-offs that created the Silicon Valley phenomenon.

## **FACETS and the Corporate World**

Thompson (unpublished work) used the on-line FACETS Indicator (of intrapreneurial potential) that he developed with Bolton (<http://www.efacets.co.uk>) with a number of large corporate organizations, largely in services rather than manufacturing and exclusively in the UK - and all of whom had expressed an interest in identifying managers with intrapreneur attributes who might be expected to be important contributors in driving change in their organization. The Indicator had also been used with successful and would-be intrapreneurs around the world and considerable data accumulated and



analysed such that comparisons and benchmarking was possible. Managers with strong intrapreneur attributes were clearly evident – in a number of instances some very high Advantage scores were found - although the spectrum was wide and there were other managers whose Advantage scores were relatively low. Perhaps expectedly from managers perceived by their employers to be strong performers in their existing role, their Team scores were relatively strong. A number of useful observations have been made.

The organization needs to be clear about how it will use the data and the insight the data offers. There should be an obvious benefit in being able to identify those managers who possess intrapreneur attributes, especially if change is high on the corporate agenda. But how will the organization and its senior managers use this insight? The emphasis might be on encouraging these potentially intrapreneurial managers to use their attributes and look to be more innovative in the posts they hold. There is also a possibility they might be seconded to special change projects.

How do the individual managers themselves respond? Some of those who were identified as naturally intrapreneurial commented that it helped explain why they sometimes felt they were out of alignment with certain colleagues when they sought to drive change. Others were more reflective about organizational expectations and promotion criteria. If they believed that being at the forefront of change initiatives might work against them, because of an expectation of compliance and risk avoidance amongst certain key colleagues, then they would hold back – but express frustration about the organization culture. Only a limited number were in a position where they were already at the forefront of change and saw their behaviour as natural.

Every manager received personal feedback which put the findings in a wider context. Possessing intrapreneur attributes does not mean people will choose to use these attributes in their work environment. They might use them in other aspects of their life, for example. They might also possess strong leader or manager attributes and feel these are more important for progressing up the organization hierarchy. There was a different issue with some managers whose intrapreneur attributes were low. For them it is important to put these particular FACETS attributes in the context of the different attributes which characterise ‘natural’ leaders and managers. Where people are instinctively competitive, as many managers are, there is a desire to score strongly in every assessment of this nature .... scoring relatively low as an intrapreneur may well mean that an individual is not naturally a change leader but that for other circumstances they possess exactly the attributes that will be valuable. But this is not automatically the conclusion the managers themselves reach or accept.

In summary, organizations and certain senior managers can use this data to inform how they deploy people in the context of change initiatives, as well as how they might provide appropriate support to help these managers to both develop personally and deliver innovation, and how they might reward them appropriately.

## **Conclusions**

The objective of this chapter has been to reflect a little upon how people in organizations think as well as behave. It is based on a belief that we need more intrapreneurs and we need to find more effective ways of identifying and supporting those people with the greatest potential to be successful intrapreneurs in the general world of business, in established service organizations and in the public sector. Many do succeed, despite the challenges and obstacles that sometimes restrict their progress - but their route could be less challenging and their progress swifter. Some fail because they do not receive the type of support that they need. Others remain ‘hidden in the woodwork’ as we fail to discover their true potential.

Intrapreneurship, like entrepreneurship, is a process driven by opportunity and a willingness to act on opportunities that have been spotted. It is driven by action. We recognize this but also believe it is important not to believe that techniques that support the innovation process provide all the answers to the innovation challenge for organizations. Techniques have a value, but it is important to not ignore the person. In this chapter we have examined the intrapreneurial mindset and

identified key intrapreneur attributes and explored them in the context of both managerial and employee actions, with both top-down and bottom-up forces at work.

We have concluded that it is important that both employers and individuals recognize and develop their intrapreneurial attributes and mindset as these may lie behind intrapreneurial behaviour. However, innovation and intrapreneurship, whilst affected by attributes and mindset, have an underlying process element which is about making things happen and change, such that action needs to be taken. An intrapreneurial mindset needs to be exploited. The cited research with established corporations confirms that they employ managers with intrapreneurial attributes but it does not follow they always exploit this potential, or that managers and employees are in a position where they are encouraged to behave intrapreneurially.

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## **ENDNOTES**

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<sup>i</sup> Antoncic and Hisrich (2003) refer to the concept of intrapreneurship, not corporate entrepreneurship *per se*. We acknowledge that (depending on the studies) corporate entrepreneurship and intrapreneurship may not be understood as exact synonyms but represent slightly different phenomena of organisational renewal or change (see e.g., Sharma and Chrisman 1999).