

INTRAPRENEURSHIP

In-Company Entrepreneurship

*My Thoughts
and
Thoughts of Others*



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OUTLINE

- Definition
- Example
- How to begin
- Role
- Characteristics
- Foundational Attitude
- Need for communication
- Two quotes
- Closing Remarks
- Resources

WHENCE THIS TALK

- Addressing this topic as a practitioner
- Not as an executive who wants to "create and manage intrapreneural culture"

In My Personal Experience:

- While it is possible to create a culture that enables and encourages intrapreneurs, it is not possible to manage and control intrapreneurs using conventional supervision and business structures
- Have been in companies that tried it
 - they failed miserably
- Conventional hierarchies and controls not effective
- Creates greatly inhibitive culture instead

DEFINITION

- Employee who pursues their career as if they were running a business that offers a service.
- Their customer is their employer and the customers of their employer.
- Operates within an organizational environment
- Facilitates achievement of organization's goals
- Takes initiative to undertake something new
- Does not wait to be asked
- Accepts risk
- Focuses on innovation and creativity
- Transforms ideas into profitable ventures

EXAMPLE

- Company had assigned no projects to me
- Wanted to be sure they were glad they kept paying me
- Identified future need given company's direction
- Collected computer "garbage" from company's trash
- Building manager gave me old three-shelf wheeled rack
- Built Linux cluster – Had to learn a great deal
- Demonstrated cluster's computational potential
- Three contracts paid to use the cluster
- Company earned profit with no capital outlay
- Named first in company history to do such a thing

OTHER BENEFITS

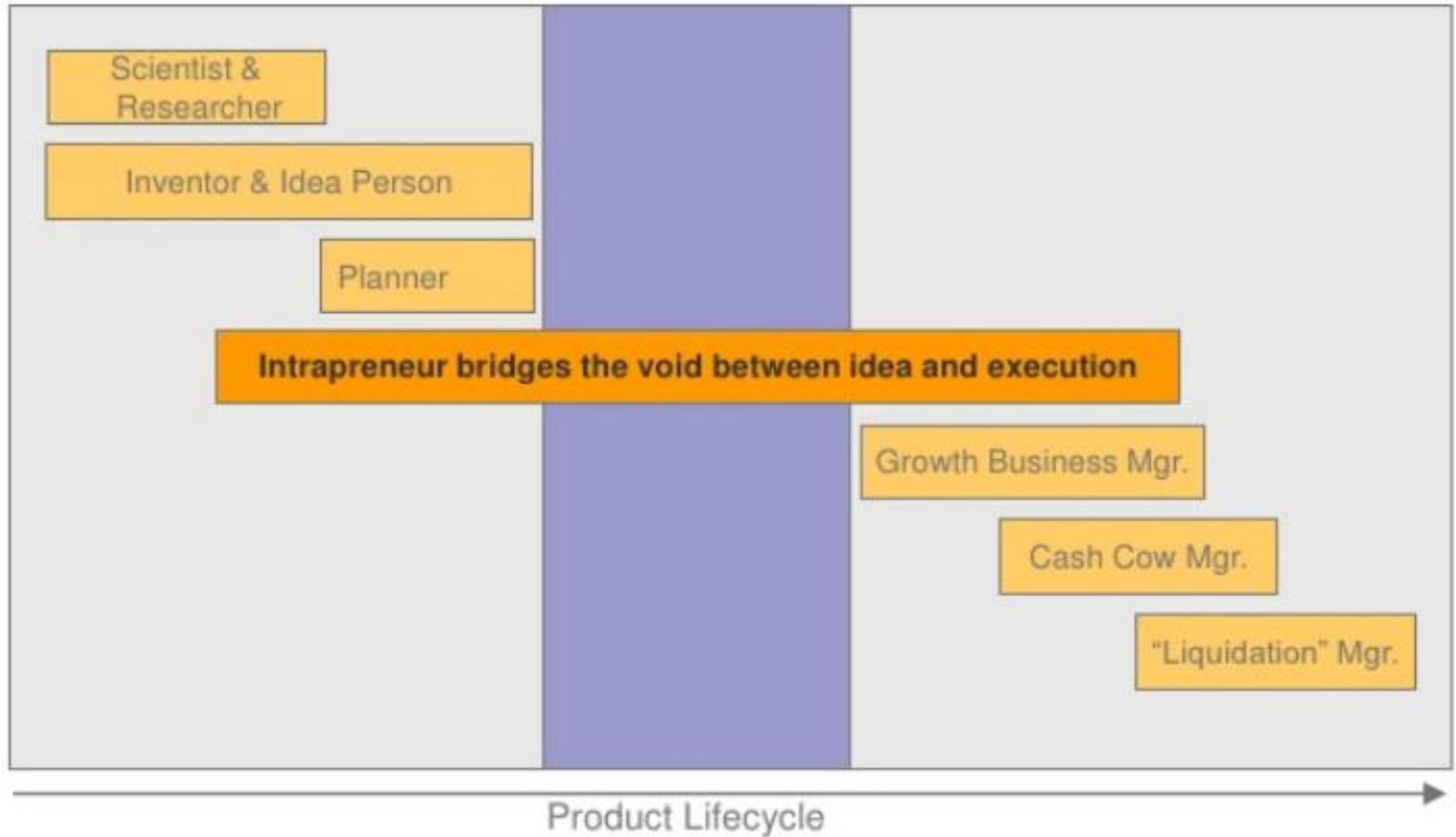
- Company had strong recycling program
- Showed how to recycle via reuse
- Basic policy of company changed as a result
 - older hardware now not necessarily sent to recycling vendor
 - made available to intrapreneurial employees
- Enabled unexpected profit from previous capital outlay
 - no income being received from conventional recycling efforts
 - trash-to-cash paradigm now possible
- Companies love profit without capital outlay
- Companies love people who provide profit
 - employee pays x, company receives 3x due to employee's efforts
 - profit is a good thing – win-win-win, employee-company-customer

BRIDGES VISION AND ACTION



Adapted from "Intrapreneuring", by Gifford Pinchot III, Harper and Row Publishers, 1986

ROLE



Adapted from "Intrapreneuring", by Gifford Pinchot III, Harper and Row Publishers, 1986

HOW TO GET STARTED

- Understand rudiments of business and your company
- Every business is supported by four pillars
- Each are critical to the business
- All have to work together smoothly, in synergy



Business

Management



Business

Development



Business

Administration



Business

Execution

PERSONAL CHARACTERISTICS (1/2)

- Understands company's environment
 - culture, customers, market
- Visionary and flexible
- Creates management options
- Encourages teamwork
- Encourages open discussion
- Builds coalition of supporters
- Persistent

PERSONAL CHARACTERISTICS (2/2)

- Results driven
- Ambitious
- Creative
- Original
- Self-confident
- Risk-tolerant
- Determined
- Influencing
- High-energy
- Action-oriented
- Interpersonal
- Innovative

TRAIT TO AVOID - MINIMALISM

- Minimalism is the enemy of success
- One hears the litany of minimalism every day
 - what is the least I can do to get by
- Minimalists want the fruit of toil without the toil
- Mediocrity is the result
- Catering to minimalists yields lowest common denominator
 - they do not reach the success they are capable of
 - they lower the general level of their groups
 - they achieve no satisfaction from life, only frustration
 - they create a downward spiral of incompetence, failure, low self-esteem

AVOID MINIMALISM

- Don't let this cancer eat your character and career
- Don't just go through the motions, be passionate
 - if you want to be passionate and successful, associate with passionate and successful people
 - stay away from minimalists
- Don't adopt a culture of failure

FOUNDATIONAL ATTITUDE

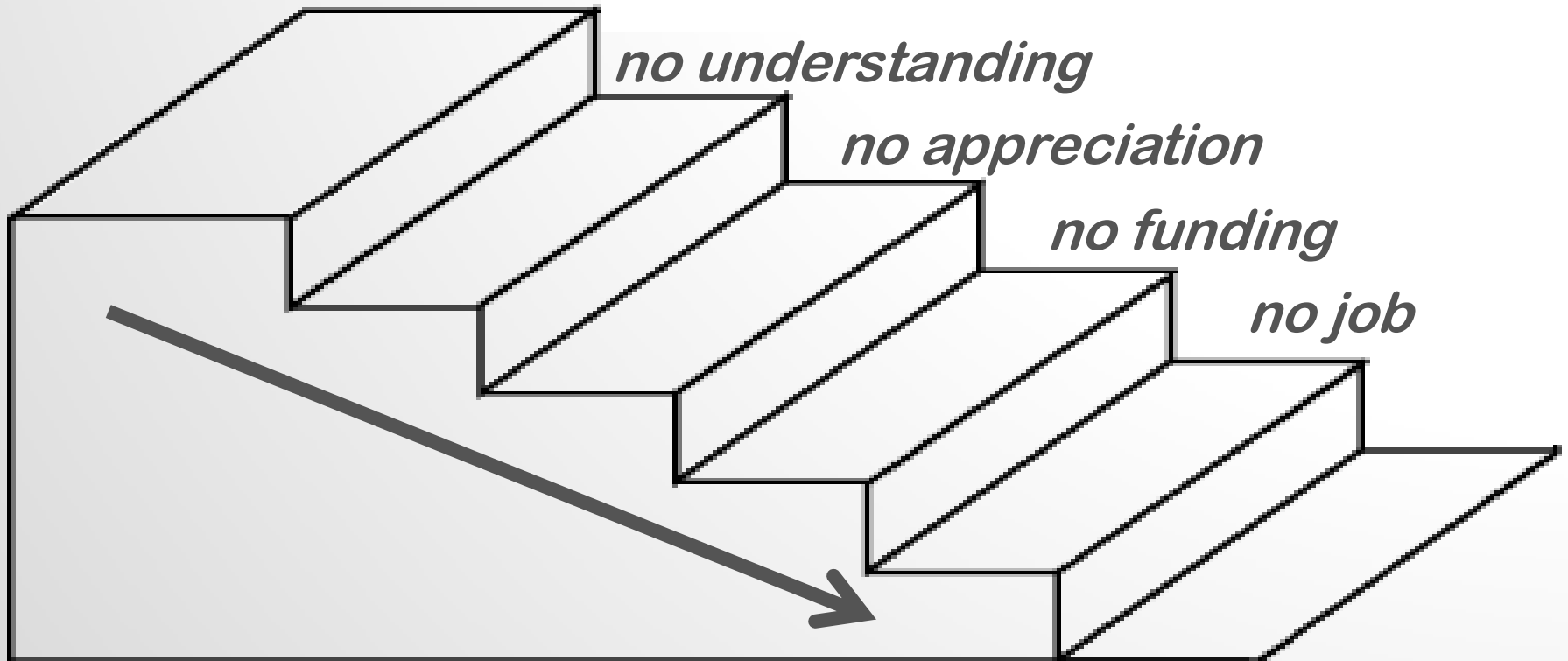
- Build your team, don't try going it alone
- Share credit as it is deserved
- Ask for advice before asking for resources
- Under promise and over deliver
 - too-soon publicity triggers corporate immune system
- Remember it is easier to ask forgiveness than permission
- Keep best interests of company and customers in mind
 - especially when you bend rules and circumvent bureaucracy
- Come to work each day ready to be fired
- Be true to your goals
 - but realistic about how to achieve those goals
- Honor and educate your sponsors and stakeholders

SELF-TALK

- How can I be worth more to this company?
- What new things should I learn?
- How can I help company achieve more in less time?
- In what ways can I help cut costs while increasing profitability and quality?
- What new systems could I implement?
- What new things/ideas/approaches could I implement that would give company a competitive edge?

BE KEEN TO COMMUNICATE

- Speak – Listen – Write – Read - Understand
- Explain successes and issues in terms others understand
- Else, others can not appreciate successes nor help
- Stress need for project and its value in measurable terms



QUOTES THAT BEAR ON THIS TOPIC

- If lots of things were easy, anyone and everyone would do them. The term for this, commoditization, really means nobody makes any money doing it. It's the hard that keeps average participants away from some things, and makes the effort of the few who tackle the problem and deliver results valuable. The way to financial success is to take something hard, so much so, few other people can do it, and make it look easy.

- Don Dingee, *Industrial Embedded Systems*, Spring/Summer 2006, v 2, # 1, p 7

- Find what is tough to do or what is important to your customer or company. That is how you establish a niche. If you are only chasing the easy stuff, you are very replaceable. If it is no-muss no-fuss work, anybody can do that. To have a defensible niche you have to stay close to your customer or company, and understand what is important to them. If you perform a valuable service better than anybody else then you will remain in good stead.

- Steve Gordon, *The Trucker*, April 1-4 2012, v 25, # 7, pp 4,12

CLOSING REMARKS

- Maintain synergy with all business components
 - business management
 - business development
 - business administration
 - business execution
- Fulfill requirements but don't just turn the crank
 - be proactive
 - not just responding to what you are told to do
- Be innovative but cooperative
- Ensure customers want more of what you have
- Think of your career as a service business

RESOURCES

Material Used

Definition: <http://en.wikipedia.org/wiki/Intrapreneurship#Definition>

Characteristics: <http://www.k-state.edu/economics/econclub/Intrapreneurship.pdf>

Attitude: <http://www.k-state.edu/economics/econclub/Intrapreneurship.pdf>

Bridges: <http://www.slideshare.net/sandhare/intrapreneurship-5176583>

Role: <http://www.slideshare.net/sandhare/intrapreneurship-5176583>

Further Reading

<http://www.15inno.com/2013/05/30/freebooks>

<http://oneleap.com/enterprise/more>