ALICE, YOU'D GET MORE ACCOMPLISHED IF YOU WERE LESS OF A PERFECTIONIST.

I'VE ASKED WALLY TO WORK WITH YOU — TO TEACH YOU HOW TO BE LESS PERFECT.

WHEN DID APATHY AND LOW STANDARDS BECOME POSITIVE TRAITS?

I CALL IT THE INTRAPRENEURIAL SPIRIT.
ENTREPRENEURSHIP

*

INTRAPRENEURSHIP
ENTREPRENEURIAL CONTEXTS

* The existing business (intrapreneurship)

* The public-service sector institution (intrapreneurship)

* The new venture (entrepreneurship)
EARLY RESEARCH
"the entrepreneurial personality"

SMALL BUSINESS OWNERS
(Michigan State University)

LARGE ENTERPRISE FOUNDERS
(Harvard University)
ENTREPRENEURIAL CHARACTERISTICS
(early research)

Lack of social mobility drives
Punishing pursuit of tasks
Lack of problem resolution
Extreme relations with subordinates
Strained relations with partners and peers
Unable to submit to authority
## Entrepreneurial Energies

Test your aptitude for launching a small-business venture by assessing your personality. Select one box for each trait. Give yourself 5 points for every "high," 4 points for every "above average," 3 points for every "average," 2 points for every "below average" and 1 point for every "low":

<table>
<thead>
<tr>
<th>Trait</th>
<th>High</th>
<th>Above average</th>
<th>Average</th>
<th>Below average</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to handle uncertainty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confidence</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Discipline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive/ambition</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Flexibility</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Independence</td>
<td></td>
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</tr>
<tr>
<td>Ability to seize opportunity</td>
<td></td>
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<td></td>
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<tr>
<td>Persistence</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Problem-solving</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total**

**Score results**

- **50-46**: You are already in business for yourself or should be!
- **45-40**: Your entrepreneurial aptitude and desires are high.
- **39-30**: A paid staff job and owning your own business rate equally.
- **29-20**: Entrepreneurial aptitude is apparently not one of your strong suits.
- **19-10**: You might find the going tough and the rewards slim if you owned your own business.
ENTREPRENEUR-RELATED BUSINESS ISSUES
(early 1970s research)

1. Difficulty of traditional organizations in launching new ventures and commercializing research

2. Difficulty keeping acquired entrepreneurs and their businesses growing and profitable

3. Difficulty providing job satisfaction for aggressive or ambitious managers in traditional organizations
BUSINESS HIERARCHS

Strive to rise in social position

Decisive and able to organize

Willing to remain in organization

Adapt readily to authority
ORGANIZATIONAL ENTREPRENEURS

NEED TO MANAGE AND HAVE POWER

NEED TO ACHIEVE
AND HAVE FAST FEEDBACK

CAPACITY FOR EMPATHY AND
ABILITY TO DEAL WITH EMOTIONS

ABILITY TO CARRY OUT JOB
ACCORDING TO TASK NEEDS

CONFORMITY WITH
CORPORATE POLICIES
DISCOURAGING INTRAPRENEURSHIP

1. Centralized decision making
2. Short-term perspective
3. Inflexible organization
4. Risk averseness
5. Emphasis on conformity
6. Corporate overhead burden
NECESSARY CONDITIONS - 1

(Copulsky and McNulty)

1. SUPPORT FROM THE TOP
2. BUSINESS CONSISTENCY
3. CRITERIA FOR SUCCESS
4. PATIENCE
5. MARKETING STRENGTH
NECESSARY CONDITIONS - 2
(Copulsky and McNulty)

6. CHAMPIONS

7. FLEXIBLE CONTROLS

8. ORGANIZATIONAL STYLE

9. REWARDS

10. EXIT PLANS
CRITICAL FACTORS
(Twiss)

1. A market orientation

2. Relevance to the organization's corporate objectives

3. An effective project selection and evaluation system

4. Effective project management and control

5. A source of creative ideas

6. An organization receptive to innovation

7. Commitment by one or a few individuals
"suitable organization style"

"effective project management and control"

THE PROBLEM...

WE'RE SO UNDER-STAFFED THAT THE PROJECT IS SIX WEEKS BEHIND SCHEDULE.

DILBERT
By Scott Adams

For all the daily Dilbert cartoon strips, sign on to the TimesLink on-line service and "jump" to keyword "comics." Details on Times electronic services, B4.

THE ANALYSIS...

I CAN'T ADD PEOPLE... I CAN'T CHANGE THE DUE DATE... I CAN'T IGNORE IT.

THE RESULT...

HE WANTS DAILY STATUS REPORTS UNTIL THE SITUATION IMPROVES.
# Levels of Technology

(Parker)

<table>
<thead>
<tr>
<th>Level of Technology</th>
<th>Nature of problem-solving task required to convert an idea into a new product</th>
<th>Staff required for new product development</th>
<th>Completion of the problem-solving tasks would justify</th>
<th>New product involves a process of</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Repetitive solution from simple choice of things learnt</td>
<td>Craftsman</td>
<td>Only rare mention in publications</td>
<td>Evolution</td>
</tr>
<tr>
<td>2</td>
<td>Patterned. Discriminating choice from past experience and existing knowledge</td>
<td>Craftsman and technical</td>
<td>Mention in trade journals</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>New ideas. Moderate level of uncertainty. Improvement main aim</td>
<td>Qualified engineer/scientist</td>
<td>Mention in technical journals</td>
<td>Evolution with some innovation</td>
</tr>
<tr>
<td>4</td>
<td>New products alien to production and marketing enterprise. Open-end problems with infinite number of possible solutions. High uncertainty</td>
<td>Highly experienced engineer/scientist</td>
<td>Publication of papers in scientific or technical journals</td>
<td>Some evolution with innovation</td>
</tr>
<tr>
<td>5</td>
<td>Adaptive. Discriminating choice of spin-off from high/medium technology</td>
<td>Engineer/scientist. National reputation</td>
<td>Publication of papers in ‘prestige’ journals and cause substantial modifications to textbook</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Precisely formulated, unambiguous high technological goals. New knowledge, power of abstract thinking. Often quantitative problems, and singular solution</td>
<td>Engineer/scientist. International reputation</td>
<td>Sufficient papers in ‘prestige’ journals to justify a new textbook</td>
<td>Innovation</td>
</tr>
</tbody>
</table>
CATEGORIES OF GUIDELINES
(Parker)

(Guideline Lists - See Supplementary Readings)

Innovation and the Company Board

Innovation and the Company Directors

Innovation and the Company Environment

Organizing Research, Design, and Development for Innovation

Innovation in Research and Development

Innovation and Design
GUIDELINE DELETIONS
(Parker)

<table>
<thead>
<tr>
<th>Fig.</th>
<th>Title of Guideline</th>
<th>LOW</th>
<th>Level of Technology</th>
<th>HIGH</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>Innovation and the Company Board</td>
<td>1 and 2</td>
<td>3 and 4</td>
<td>5 and 6</td>
</tr>
<tr>
<td>1.3</td>
<td>Innovation and Company Director</td>
<td></td>
<td>3 - 5</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Innovation and Company Environment</td>
<td>7</td>
<td>7</td>
<td>1, 3, 7</td>
</tr>
<tr>
<td>1.5</td>
<td>Organising Research, Development, and Design for Innovation</td>
<td>1, 3 - 7</td>
<td>all</td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Innovation in Research Development</td>
<td>3 - 6</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>1.7</td>
<td>Innovation and Design</td>
<td>all</td>
<td></td>
<td>2 and 4</td>
</tr>
</tbody>
</table>

Note - Majority of guidelines appropriate for use regardless of level of technology.
INNOVATION PROCESS BARRIERS
(Walcoff, Ouellette, Cheremisinoff)

1. TECHNICAL

2. ORGANIZATIONAL

3. GOVERNMENTAL

4. FINANCIAL

5. MARKETING

Note - It is easy to discern from this list why technologically superior prospects never make it out the door.
OVERCOMING BARRIERS - 1

--- Internal Management Techniques ---

(Walcoff, Ouellette, Cheremisinoff)

1. IDEA GENERATION
2. INNOVATION INCENTIVES
3. INNOVATION TRAINING
4. INTERNAL VENTURE MANAGEMENT
5. PRODUCT CHAMPION
OVERCOMING BARRIERS - 2

--- Internal Management Techniques ---
(Walcoff, Ouellette, Cheremisinoff)

6. PROJECT PERFORMANCE MEASUREMENT

7. QUALITY CIRCLES

8. RESEARCH PLANNING FRAME

9. TEMPORARY GROUPS
CONDITIONS FOSTERING INNOVATION

(Kamm)

PERCEIVED NEED
TOLERANCE FOR AMBIGUITY
RISK TOLERANCE
BELIEF IN NEWNESS
PERCEIVED BENEFITS
CONNECTIONS
EXPERIMENTATION
INVESTMENT