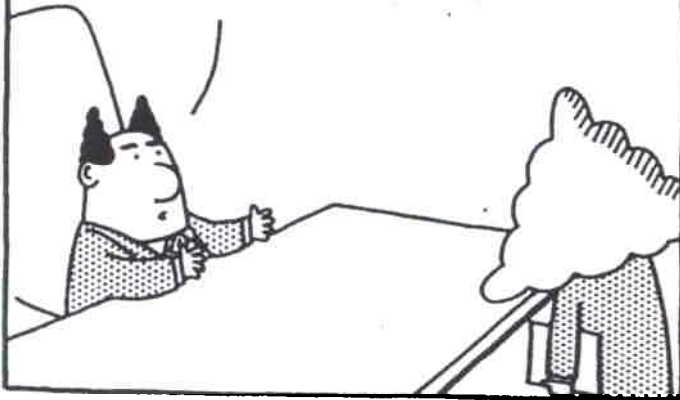


ALICE, YOU'D GET MORE ACCOMPLISHED IF YOU WERE LESS OF A PERFECTIONIST.

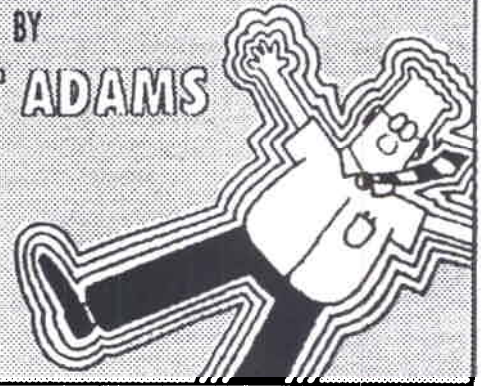


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BY  
SCOTT ADAMS



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

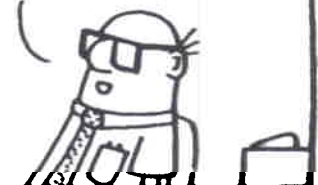


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WHEN DID APATHY AND LOW STANDARDS BECOME POSITIVE TRAITS?



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":

	High	Above average	Average	Below average	Low	
Ability to handle uncertainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Discipline	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Drive/ambition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Independence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Ability to seize opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Persistence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Total</b>	<input type="checkbox"/>	+ <input type="checkbox"/>	+ <input type="checkbox"/>	+ <input type="checkbox"/>	+ <input type="checkbox"/>	= <input type="checkbox"/>

## 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"



**DILBERT**  
By Scott Adams

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# LEVELS OF TECHNOLOGY

(Parker)

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

# 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)

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

*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 superb 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**

*{ converse of  
isolated  
effort*

**EXPERIMENTATION**

**INVESTMENT**