**Training Fiche:**

**Making things happen 1: A user guide list of triggers to nurture, evaluate and reward entrepreneurial attitudes and sense of initiative**

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| **Keywords**  **(meta tag)** | Intrapreneurship, MSMEs, intrapreneurial attitude, intrapreneurial culture |
| **Language** | English |
| **Objectives / Goals/ Learning outcomes** | * Understand the essentials of intrapreneurship * Implement the Dos and DON’Ts to nurture intrapreneurial culture * Fine-tune a renewed managerial approach * Good and not so good practices to nurture intrapreneurial spirits * Triggers and inhibitors to the sense of initiative of your employees * Leverages for a intrapreneurship-friendly managerial approach |
| **EQF level** | Level 4 |
| **Description** | There is a lot misconception out there about entrepreneurship, and most importantly, entrepreneurial attitude.  The tones tempt to be most often too vague, hyper-simplified, and connoted by a sense of forced positivity – as entrepreneurial attitudes comes by just the capacity of remaining motivated and over-confidently positive  This fake sense of optimism threatens to hide in the shadow the harsh reality of being a person driven by entrepreneurial attitude and mind-set, and what really takes to favor the emergence of intrapreneurship-friendly operational environments.  The content of this module is intended provide for the key coordinates on which you can rely on to set the very essentials and sine qua non of intrapreneurship-proficient organizations. |
| **Contents arranged in 3 levels** | 1. **DOs and DON’Ts**    1. Lesson from history – Animal Spirits    2. A critique – Do Animal Spirits really work for entrepreneurship and sense of entrepreneurial attitude?    3. Inspire and motivate!...or maybe not? – Intrapreneurship does not work for all…    4. Watch out for the traps – Slaloming through common inhibitors and barriers to intrapreneurship    5. No short term vision allowed – Waiting for the plant to flower…    6. Build a system that is here to stay – Practicing endurance and resilience    7. Magic formula is the no-magic formula – Embrace uncertainty…within some extents 2. **A renewed managerial approach**     1. Support and sponsorship – An open and fluid culture to foster intrapreneurship    2. Self-awareness and self-efficacy – Exploring the ways ahead    3. Incentives... not of financial nature    4. Rewards… of financial nature    5. Resources – Knowledge capital, time and margins for errors    6. Communication... for quality assurance and strategic planning    7. Processes – Decentralization and delegation |
| **Glossary**  **(5 terms)** | **Collective intelligence**  Collective intelligence (CI) is shared or group intelligence (GI) that emerges from the collaboration, collective efforts, and competition of many individuals and appears in consensus decision making.  **Intrapreneurship**  Intrapreneurship refers to employee initiatives in organizations to undertake something new, without being asked to do so.  **Innovation**  The introduction of something new; Innovation means to improve or to replace something, for example, a process, a product, or a service.  **Micromanagement**  Micromanagement is a negative term that refers to a management style characterised by extremely close supervision and control of the minor details of an individual’s workload and output.  **Proactivity**  Acting in anticipation of future problems, needs, or changes |
| **Self-assessment test (5 multiple choice questions)** | 1. **In economics, Animal Spirits are:**    1. Predatory marketing tactics    2. High-tier bankers    3. **A metaphorical explanation for entrepreneurial attitude** 2. **In intrapreneurship-inspired organizations, communication is:**    1. Always top-down    2. Always bottom-up    3. **None of the previous** 3. **The no-magic formula implies an on-going cycle of:**    1. Motivation and inspiration    2. **Planning, implementation and revision**    3. Audit assessment and financial control 4. **Incentives:**    1. Are of financial nature only    2. Are reserved to upper management level only    3. **None of the previous** 5. **Knowledge capital is:**    1. **…needed by aspiring intrapreneurs to set things in motion**    2. Available only to R&D    3. Protected by IPR |
| **Related PPT** | GENIE\_PPT\_Making things happen 1.pptx |
| **Bibliography** | 1. Goldberg, W. H. (1986). Book Reviews: Gifford Pinchot III: Intrapreneuring: Why You Don’t Have to Leave the Corporation to Become an Entrepreneur 1985, New York: Harper and Row. 368 pages. Organization Studies, 7(4), 398–399. <https://doi.org/10.1177/017084068600700408> 2. Five Insights into Intrapreneurship. A guide to Accelerating Innovation within Corporations. Deloitte Digital. URL: <https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship_Whitepaper_English.pdf> |
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