



Intrapreneurship Network

Company Challenge 2012-2013





Intrapreneurship Network

This document contains a proposal for an intercompany program to (further) develop the intrapreneurial knowledge, spirit and competencies* within established organisations.

Intrapreneurship = corporate entrepreneurship

Quotes from participants in our intrapreneurship workshops:

- with the re-organisation creativity has left the company.
- there are a lot of promising ideas within our department, but nobody seems to listen?!
- our company script prescribes a daily sales meeting with a fixed agenda without any contribution to sales.

* competence = knowledge + skill + attitude



Innovation distinguishes leaders ...*

Change is speeding up. Familiar revenue models become outdated. The **struggle between freedom and control** in the organisation is, in this sluggish economy, mostly won by the latter. Organisations fall back on their lean and mean scenario's. Result: less room for innovation.

We need organisations to make a step forward. Who recognize the need for innovation. Who engage the workforce with their vision. Who create a context in which creativity and entrepreneurship evolve. Leading to new value creation and a sustainable future.

*...and followers. Quote Steve Jobs



... and leads to sustainable value creation.

Leading Question

How do we unleash entrepreneurial ideas within our increasingly lean and mean organisations to speed up new business development to ensure sustainable value creation

Proposition

A team of 2 to 4 people participate in a one year program to launch or accelerate an entrepreneurial company challenge that serves as an innovative example and inspiration for the organisation as a whole

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage." - *Jack Welch, Chairman, GE*



Started by entrepreneurs in education ...

The Intrapreneurship Network is an initiative from Arjen Hemelaar and Patrick Bijman. Both are connected to Team Academie Nederland. A **school for entrepreneurship** which was founded in 1993 in Finland. Nowadays present in 17 locations in Europe and Brazil. A revolutionary concept based on action learning, team-dynamics and personal leadership. We develop powerful young professionals who, while making conscious choices, can create value in teams.

Last year Arjen & Patrick organized 4 workshops on intrapreneurship in Paris (together with Team Academy France), Bilbao (together with Team Academy Spain), Overveen (Landgoed Duinlust) and Noordwijk (de Baak). Presently they are writing a book on this subject.

The Intrapreneurship Network is hosted by Landgoed Duinlust. This estate in Overveen/Haarlem has become an **action learning place** for individuals, teams and organisations who are attracted by the vision of “Change from Within”. Duinlust is home base for consultants, coaches and trainers who are connected to this vision.



... to improve learning and results.

The goals of the Intrapreneurship Network program are practical and concrete. At the end of the year we want **financial and learning results** on three levels; individual, team and organisation.

As an individual you are asked to make reflections on your input and contribution. As a team you are responsible for the financial and learning results of the Company Challenge. And as an organisation you are expected to develop your vision on the “intrapreneurial organisation” in a way you can create value together.

"Only 6% of employees find their company innovative, while 80% of employees find themselves innovative." -
*Miguel Meuleman, Assistant Professor
Entrepreneurship, Vlerick School of Management*



Think different, act different & be different

HOW CAN WE COMBINE IDEAS FROM ALL THESE DIFFERENT MINDS TO CREATE SOMETHING THAT NONE OF THEM COULD HAVE CREATED INDIVIDUALLY? THE FIRST STEP ACTUALLY IS ALWAYS CHAOS: WE ARE THE NO-PROFESSORS, YOU ARE THE NO-STUDENTS, WE WANT PROJECT TEAMS WITH REAL CUSTOMERS

Anita Seidler,

Social entrepreneur, HUB Madrid co-founder & Organization Specialist at McKinsey & Company Brazil, Intrapreneurship Team Coach in Spain



Our goals in an overview...

	Company Challenge	Intrapreneurial Organisation	Surplus	And ...
Organisational	New venture/revenue and/or project results	Vision on intrapreneurial organisation	Organisational learning	<i>organisational dynamics</i>
Team	Team dynamics, learning & development	Team learning / structured approach	visible attraction	<i>being part of something larger than yourself</i>
Individual	Personal success (bonus, promotion?)	intrapreneurship competence set	Individual growth & reflection	<i>a lot of fun doing it</i>

When you ask people about what it is like being part of a great team, what is most striking is the meaningfulness of the experience. People talk about being part of something larger than themselves, of being connected, of being generative. (Senge 1990: 13)



.... and the program

- Why:** Intrapreneurship as lever to innovate in increasingly lean and mean organisations
- What:** Intercompany action learning program based on a proven concept & professional guidance
- Who:** Approx. 26 managers / change makers of minimum 6 and maximum 10 organisations
- How:** Individual-, team- and organisational action learning based on an actual company case
- When:** From April 2012 till April 2013
- Partners:** Team Academy International, Mondragon university, Landgoed Duinlust, Hope (Erasmus/RSM)
- Philosophy:** Look different, act different and be different
- Inspiration:** We got our inspiration from programs such as Touching the Community Soul (Nijenrode) & the Mondragon Team Academy Master on Intrapreneurship & Open Innovation (Team Academy Spain)
- Next:** As an (individual) follow-up we provide for a Master Intrapreneurship & Open Innovation

Yesterday is History, Tomorrow is a Mystery. Today is a Gift: that's why we call it the Present.



We differentiate 3 types of learning

Besides the start-up and reflection days the program consists of action learning days, deepening insight days and a learning journey. The action learning days are in-house sessions at one of the participants. During these days we will discuss the company challenges. Every meeting there is a central theme (entrepreneurship, innovation, leadership, co-creation & integration) with input and inspiration from experienced speakers/specialists.

During **deepening insight days** we will take a closer look at the characteristics of the “intrapreneurial organisation”. We work on creating Your vision for Your organisation.

Action learning days are filled with the company challenges. Learning to, with and from each other. Creating viable and sound business cases/project plans.

During **Learning Journey** we create new insights by experiencing large changes in context is to Spain. We will visit companies of the Mondragon Cooperative with inspirational examples of corporate entrepreneurship.

"The desk is a dangerous place to see the world" - *John leCarré*



Our program 2012 -2013 in detail

Date	Theme	Type	Location
April 3, 2012 19 to 22 hour	Launching ourselves "Getting to know each other and presenting the company challenges & learning goals"	Start-up Day	Duinlust/Overveen
April 4, 2012 9 to 22 hour	"Intrapreneurship; how to engage the organisation" (theme = intrapreneurship)	Deepening Insights day	Duinlust/Overveen
June 20, 2012 9 - 17 hour	Onsite experience project work Study participant cases (theme = entrepreneurship)	Action learning day	Participant (on site)
Sept. 19-22, 2012	Team dynamics lead to unexpected results 4 day visit to Mondragon company and university (theme = innovation)	Learning journey	San Sebastian /Spain
Oct. 9 (19-22 hour) + Oct.10, 2012, (9-22 hour)	What makes you tick? "Inner journey of the intrapreneur" (theme = leadership)	Deepening Insights day	Duinlust/Overveen
Dec. 12, 2012 9 - 17 hour	Onsite experience project work Study participant cases (theme = co-creation)	Action learning day	Participant (on site)
Feb.. 6, 2013 9 - 17 hour	onsite experience project work Study participant cases (theme = integration)	Action learning day	Participant (on site)
April 17, 2013 9 - 22 hour	Yielding & seeding: evaluation & presenting (learning) results to each other and to the next generation (in the evening)	Reflection Day & Start-up for new generation	Duinlust/Overveen

"Tell us and we will forget, show us and we may remember, involve us and we understand together" - variation on quote by Confucius -



We offer 2 possibilities to join

Program	Full	Light
Start-up + reflection day	✓	✓
Company challenge	✓	✓
Participants in the program	4	2
3 action learning days	✓	✓
2 deepening insights days (plus introduction evening before)	✓	✓
learning journey (4 day journey to Spain)	✓	✓
casework: reflection on company challenges	✓	✗
onsite support/coaching by specialists (16 day parts through the whole year)	✓	✗
Points for Master (if applicable)	max 6 ec	max 6 ec
Cost	€ 24.000 ex VAT	€ 12.000 ex VAT



The options explained

The Intrapreneurship Network is open for profit and not for profit organisations. **Diversity works.**

Organisations can choose to participate between the full- and the light program. The difference in cost (10.000 euro) is explained by (a) less participants, (b) no Company Challenge to be reviewed and (c) no on site support/coaching.

All the participants need to reserve **10 working days** and additional preparation/reading and reflection time.

Individuals can choose to follow the 1,5-year part-time Master Intrapreneurship & Open Innovation. If you wish to do this you can “earn” 10% of the credits (6 EC's) during the Intrapreneurship Network program. Please let us know so we can make sure you get the individual support/registration of results.

"Time and time again, we discover that the signals were there all along-we just didn't recognize them until it was to late"

- Wayne Burkan



Why a Master Intrapreneurship & Open Innovation

The Master Intrapreneurship & Open Innovation is a **1,5-year part-time program** for managers who are the change makers/intrapreneurs within the organisation. It is a program developed and organized by the Mondragon Team Academy (Spain)

The program is all about **Innovation & Intrapreneurship**. Action learning, team learning and personal leadership with the focus on achieving results in practice.

Cost per person is € 9.000,- (excl. travel/hotel costs). For more information please check the website: <http://www.slideshare.net/Mondragonteamacademy/claves-minn-2-1>



Methodology is based on the latest insights

Main source of the methodology is the Team Academy International school for entrepreneurship, which is based on “the education of the future” by the Commission Delors: <http://www.unesco.org/delors/fourpil.htm>

Learning to Know: This type of learning is concerned less with the acquisition of structured knowledge than with the mastery of learning tools. It may be regarded as both a means and an end of human existence.

Learning to Do: This question is closely associated with the issue of occupational training: how do we adapt education so that it can equip people to do the types of work needed in the future?

Learning to Work together: When people work together on exciting projects which involve them in unaccustomed forms of action, differences and even conflicts between individuals tend to pale and sometimes disappear.

Learning to Be: At its very first meeting, the Commission powerfully re-asserted a fundamental principle: education should contribute to every person's complete development - mind and body, intelligence, sensitivity, aesthetic appreciation and spirituality.

Genius is 1% inspiration, 99%
perspiration - *Einstein*



Harvard goes action learning too

Business education

Field of dreams

Harvard Business School reinvents its MBA course

YOUNG mums shopping in the Copley Mall in downtown Boston last month found themselves being questioned about their use of soap by students from Harvard Business School. The students were not doing odd jobs to earn beer money. They were preparing to help a firm in Brazil launch an antibacterial cleanser.

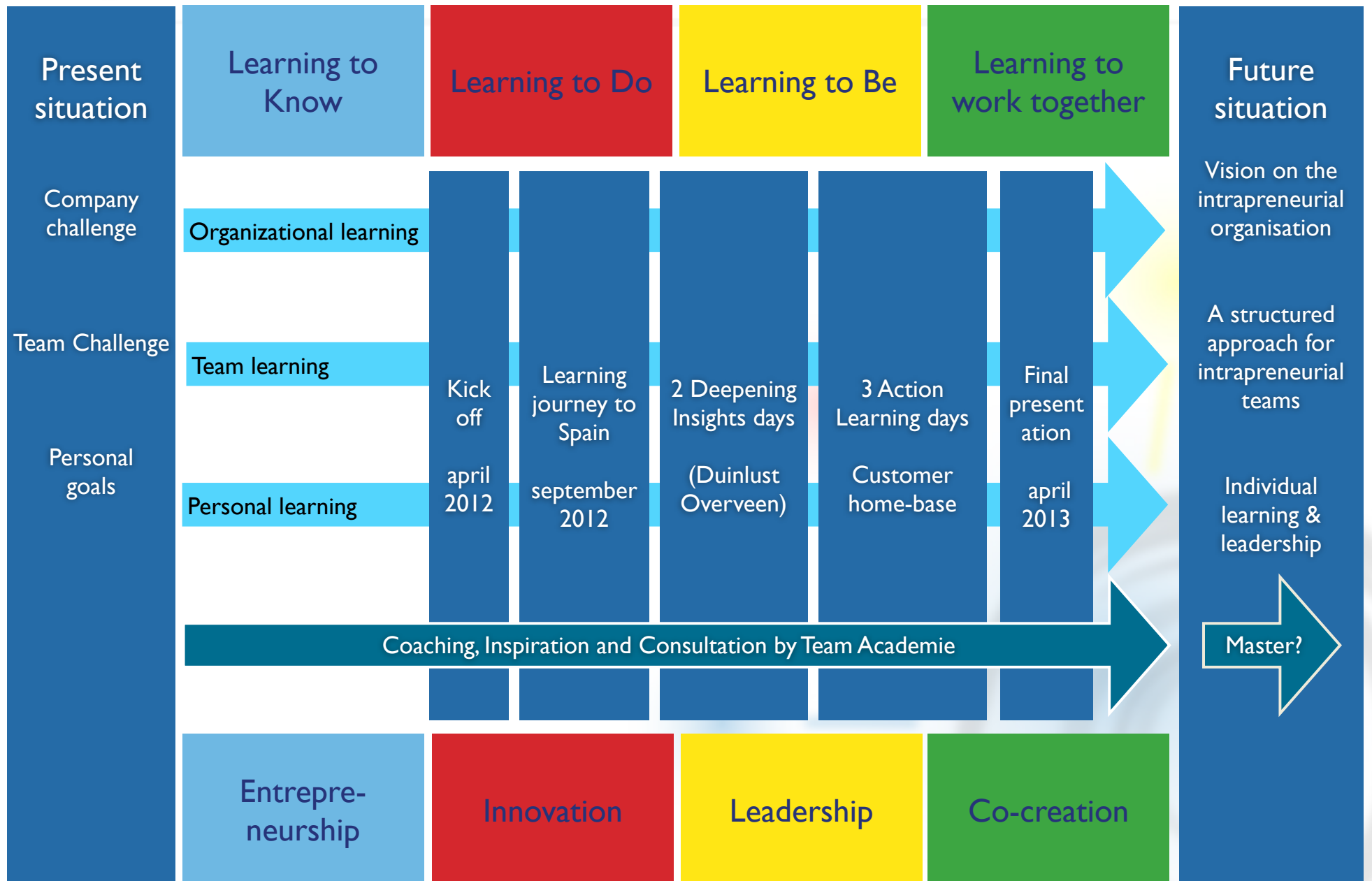
Fieldwork—ie, going out and talking to people—is a big change for HBS. Its students used to sit in a classroom and discuss case studies written by professors. Now they may also work in a developing country and launch a start-up. “Learning by doing” will become the norm, if a radical overhaul of the MBA curriculum succeeds.

The 900 students arriving in Boston this summer for their two-year course were told they would be guinea pigs. The new practical addition to HBS’s curriculum is known as “FIELD” (Field Immersion Experiences for Leadership Development). Not all the staff and students are overjoyed to be experimented on. But the man responsible, Nitin Nohria, who became dean of HBS in July 2010, says that “if it works, the FIELD method could become an equal partner to the case method.”.....

Economist, december 2012



Design elements & learning philosophy





Intrapreneurship Network

Blue ocean + Lean Startup

Freedom Inc.	Free your employees and let them lead your business to higher productivity, profits and growth / Brian M. Carney & Isaac Getz. This book is input for our first session in april 2012 when we talk about “how to engage the organisation” (<i>intrapreneurship</i>)
Build to last	Successful Habits of Visionary Companies / Jim Collins & Jerry Porras. This book is input for our first Action Learning Day in june 2012 “The purpose is to create a future, not predict it” (<i>entrepreneurship</i>)
The other side of Innovation	solving the execution challenge / Vijay Govindarajan & Chris Trimble. This book we read as input for our learning journey to Spain (<i>innovation</i>)
The essential Drucker	In one volume the best of sixty years of Peter Drucker’s essential writings on management. This book is input for our Deepening Insight day in October 2012 (<i>leadership</i>)
The Medici Effect	Breakthrough insights at the intersection of ideas, concepts & cultures / Frans Johansson. Input for our Action Learning day in december 2012 (<i>Co-Creation</i>)
The Fifth Discipline	This book with its focus on “organisational learning” is input for our last Action Learning day in February 2013 (<i>integration</i>)



A thorough intake is key

It takes a village to raise a child

The quality of the program depends heavily on the **commitment and motivation** of the participating teams. The intake is about checking expectations with regard to the company challenge, the team composition, management support and resources. We like you to answer the following questions:

1. Did you choose a real Company Challenge. Examples are:

- setting up a new venture and/or business unit
- developing/experimenting with a new revenue model
- realizing a (breakthrough) innovation
- introduction of “new ways of working”

2. Is your Team diverse and coherent:

- Line & Staff
- Senior & Junior (at least one senior manager)
- connected to the same Company Challenge
- change makers

3. Does the team have sufficient Support:

- is there enough backup / is management committed to the Challenge?
- are there enough resources (money/time) to make the Company Challenge a success?

Changing team members during the program is not recommended but sometimes necessary. If this is an issue please let's talk about it and look for solutions. We like you to answer these questions before deciding to participate



Want to know more?

If you want to know more or you have any questions or suggestions please contact us:

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