



## TenStep Supplemental Paper

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### **Intrapreneurs**

Gifford Picot coined the term 'intrapreneur,' which basically means someone with an entrepreneur's attitude and approach, but whose playing field is within the boundary of a company. Intrapreneuring is entrepreneuring within the corporation.

#### **Need for the concept**

Innovation is stagnating in large organizations as a result of entrenched analysis and control systems. Yet innovation is necessary for survival. This problem is compounded by venture capitalists bidding away the most creative people in the organization and thus freeing them to become entrepreneurs.

The solution is *intrapreneuring* - *entrepreneuring* occurs within the organization, allowing for dynamic innovation. Firms must learn how to manage the process of intrapreneuring and establish a system by which intrapreneurs can earn funds to back their projects - what Pinchot calls "intracapital."

#### **Characteristics of Intrapreneurs**

- Intrapreneurs are driven by a need to realize their vision, not a desire for wealth.
- They work to minimize risk in order to realize their goals.
- They follow both intuition and hard analysis.
- They are honest with themselves and others.
- They do not have a need for power.
- Intrapreneurs bridge the gap between inventors and managers; they take new ideas and turn them into profitable realities.
- They have vision and the courage to realize it. They can imagine what business and organizational realities will follow from the way customers respond to their innovations; they can find their way from the idea to actualization.
- Intrapreneurs cross organizational boundaries to do other people's jobs. They pursue only goals that they set and that have a personal meaning.