

# **Intrapreneurial competences of individuals as business asset**

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<p>Intrapreneurial competences of individuals and teams are increasingly appreciated by organizations, since in business intrapreneurial competences are considered an important asset. In order to respond to the changing market environment, corporations have implemented programs to develop intrapreneurial behaviours at all levels in the organization. However, the intrapreneurial research field has had focus mainly on organizational structures, strategies and actions by the management, while the intrapreneurial behaviours of individuals and teams have been comparatively less explored. Intrapreneurial actions of individuals and teams can be supported and developed.</p> <p>The main research question of this Master thesis is how individuals can be supported to grow in terms of intrapreneurial competences. There is a target organization for this study. Since the development of competences is a social process, there was a high willingness from individuals to participate. Therefore, the selected method for the study was action research. Baseline circumstances of the target organization were evaluated via CEIA-survey. The aims of the actions were co-created with the management of the target organization, and the tangible actions were planned and executed with volunteers from the operational level.</p> <p>The main finding of the study was the role of peer colleagues' behaviours as a factor to support individual intrapreneurial actions. The main outcome of the study is the profile of an ideally behaving colleague whose behaviours support the growth of intrapreneurship. Additional factors that support the intrapreneurship of individuals are social recognition, increase in curiosity via diversity and a well facilitated creation process. When the results are combined in one framework, the individuals of the organization are creating a ground for intrapreneurship. The organization is able to strive for intrapreneurship within the organization via establishing social recognition initiatives, organizing platforms for diverse interactions and establishing well facilitated creation processes.</p> <p>From an academic viewpoint this study provides indicators on how individuals can be supported in terms of intrapreneurship. These indicators are suggestive of a relatively novel knowledge in the field of intrapreneurship research. However, these indicators should be investigated in a broader and more systematic manner before a more general extrapolation is possible.</p>	
<b>Keywords</b> Intrapreneurship, intrapreneurial behaviours, intrapreneurial competences development, action research.	

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## **Abbreviations**

CE	Corporate Entrepreneurship
CEAI	Corporate Entrepreneurship Assessment Instrument
CV	Corporate Venturing
CVC	Corporate Venturing Capital
EO	Entrepreneurial Orientation
HR	Human Resource
SE	Strategic Entrepreneurship

# 1 Introduction

External factors, such as business environment changes, create a need to adopt the entrepreneurial mindset into daily practice. When the entrepreneurial mindset is integrated into the business, there is opportunity to intentionally exert influence on the direction of the market fluctuations and development. In order to survive in the future corporations will inevitably have to switch their focus from task execution to innovations, from individual work to teamwork via project work, from top-down control to collaboration between colleagues and from organization centricity to customer centricity. (Uotila, Kairikko, Koskinen, Suonpää, Ilger & Yaroulina. 2019, 6.)

An entrepreneurial mindset and entrepreneurial actions within established companies and corporations have been assessed to be a significant asset for the business, e.g. for companies' development and competitiveness. Therefore, companies have implemented strategies of corporate entrepreneurship, and an individual employee's intrapreneurial competence is increasingly appreciated by companies. (Corbett, Covin, O'Connor & Tucci 2013, 812-817.) There is evidence that entrepreneurial actions and orientation of the company increase performance of the company, e.g. in terms of sales growth and financial metrics (Platin & Ergun 2017, 78).

Intrapreneurial actions of individuals and teams can be supported and developed, e.g. there are participative action-based models to increase initiatives and innovation within established organizations. Hence, individual and team development is a crucial part of successful corporate entrepreneurial strategies, and there should be additional supportive actions so that such strategies become living practices in business. (Gapp & Fischer 2007, 330-331.) While the change in practices is a social process, it is crucial to engage individuals and teams in this process to achieve a successful change within the organization (Eriksson & Kovalainen 2015, 197.)

The target organization of this thesis has launched three new competences: Accountability, Agility and Intrapreneurship, some years ago. With these competences the target organization is seeking significant possibilities and ways to develop its competitiveness as well as to create new partnerships and collaboration with various customer groups. The new competences of the target organization were launched some years ago. Change management would greatly benefit from further support and actions in the target organization, in view of the targeted change in individuals' mindset.

The main research question of this Master thesis is how individuals can be supported to grow in terms of intrapreneurial competences. The selected method for the study was action

research, since the research problem is significantly related to the target organization and also involvement and participation of the organization's individuals are significantly required. Additionally, the entrepreneurial environment of the target organization will be investigated via survey.

Firstly, this Master thesis provides an overview of the literature on intrapreneurship. Secondly, I will describe how the action research of this study was developed, from problem definition to the outcomes. And finally, I will outline the implications of the results for both, the target organization and the intrapreneurship research field.

## **2 Objectives**

The question that the target organization would like to have an answer to is: how to get start-up -like actions and a testing culture to be living practices on a local level within global corporations? The ambition of the target organization is to increase the amount of collaboration projects with mutual benefits (also known as win-win collaboration projects) with customers, in which customer contact would result in customer feedback, already at an early phase of the initial idea. This would provide a proper understanding and prompt a proper response to customers' needs, and this in turn would have an essential role in a win-win approach and in the subsequent development of such projects. In summary, the target organization would like to increase the individuals' disposition to sense opportunities from customers and early idea testing with customers.

### **2.1 Expected outcomes**

The aim of this Master thesis is to find supportive actions for the target organization, which would promote one of their key competences: intrapreneurship. The objective is to co-create an action plan with selected individuals, but also to test the co-created actions in a structured and supportive way. One of the expected implications of the study is to support individuals and teams to seek and sense new business ideas from customers and develop these ideas further through experimentation, a process in which customer collaboration is included. In addition, I as the researcher will search and describe the factors within the organization which either promote or prevent an intrapreneurial mindset growth and related actions. With these promotive or preventive factors, I am aiming to provide knowledge for a broader academic purpose.

### **2.2 Research questions**

All the research questions are focused on the target organization. The main question of the study is: *How can individuals be supported to grow in terms of intrapreneurial competences?*

1. What is the current intrapreneurial environment of the target organization?
2. Which factors have an influence on increasing intrapreneurial actions of individuals within the organization?
3. What additional value do selected actions create in the target organization's business?

Overall, with the results I would like to be able to find an answer for the target organization, with examples, as to what additional value the selected actions are creating in the target organization's business. A clear understanding of the expected additional value is crucial for the individuals to gain internal motivation to go through all the needed changes within the organization and at the organization's different levels. From a more academic perspective, I am planning to offer knowledge to the target organization, about the factors and actions within an organization, which either promote or prevent intrapreneurial mindset growth and intrapreneurial actions by individuals and teams.

### **2.3 Scope**

The scope of the study is the co-creation and testing of a proposal for management of new ideas. New ideas might arise from the business's or customers' needs. Ultimately in the management of the new idea both the business's and customers' needs should be acknowledged and considered, and further in the implementation of the idea, so that it becomes an opportunity. Under the scope there are factors within the organization which promote or prevent intrapreneurship. If such factors are detected, they will be shared with the management in an actionable manner.

I, as the researcher in this study, am working and have worked in this target organization during the launch, learning and living phases of the new competences in different positions. Therefore, I have perspective and understanding at both levels within the organization: leader and operational member.

Co-creation and collaboration with the target organization will have a significant role in this study, which also functions as a development project for the target organization. The role and responsibilities of the researcher are: to facilitate key discussions and the co-creation of possible solutions, to communicate the concept of intrapreneurship from diverse approaches, to lead both, co-creation and execution of the action plan, and to maintain communication within the organization in relation to the action plan, the executed actions and their outcomes.



### 3 Theoretical framework

When exploring the theoretical concept for intrapreneurship, one quickly understands that there are some terms used interchangeably, e.g. intrapreneurship and corporate entrepreneurship (CE), and this is noticed also by Belusova, Gailly and Basso (2010, 5). Both terms are used to describe an entrepreneurial mindset and entrepreneurial actions in an established company or organization. I will next then present a brief introduction to the concept of CE.

Kuratko and Morris (2018) have defined CE as a way to describe the entrepreneurial behavior within an established organization. Ireland, Covin & Kuratko (2009, 19) define CE strategy as reliance on the entrepreneurial behavior to transform the organization and the scope of the operations based on recognized opportunities, which is vision-directed and organization wide. Uotila & al. (2019, 6) define CE as a concept which “describes both activities and attitudes aimed to boost innovation and renewal in corporations”. Phan, Wright, Uchbasaran and Tan (2009, 197-198) introduce three different research fields of CE:

1. Applicability of the structures and processes development in traditional corporations
2. Development of appropriate strategies and mechanisms
3. Connection between CE and corporate governance, since CE activities can imply significant investments and have crucial impact on future value of the corporation

There are also other concepts, which are closely related to intrapreneurship. In the next section I will offer a brief overview of these concepts.

#### 3.1 Brief overview of intrapreneurship related concepts

*Intrapreneurship* is commonly defined as an individual’s attitudes and actions, which transform into the individual’s autonomous strategic behaviours, but that apply rather informally in daily practice (Bulesova & al. 2010, 5).

*Corporate entrepreneurship* (CE), however, is defined rather as a corporation’s or organization’s entrepreneurial mindset. This mindset can be observed as strategic and tactical decisions, plans and actions to gain change, which can lead to the change or renewal of the company’s business via innovation and venturing. (Bulesova & al. 2010, 5; Corbett & al. 2013, 812). Literature reports innovation and venturing as a part of the CE concept, since both are significant actions of corporate entrepreneurship in practice (Corbett & al. 2013, 812-813; Narayanan, Yang & Zahra 2009, 58-59; Phan & al. 2009, 197-198.)

*Entrepreneurial orientation* (EO) is the concept of entrepreneurial behavioural elements (Ireland & al. 2009, 20-22) which can be observed as behaviors and activities (Corbett & al. 2013, 813-814). EO is mainly defined and discussed from the perspective of organizations and their willingness and ability to create or discover opportunities and transform opportunities into commercialised concepts (Ireland & al. 2009, 21-24; Platin & Ergun 2017, 81). However, I have been able to detect a lack of discussion on the implications of EO from the point of view of individuals.

*Corporate venturing* (CV) covers activities and processes which support the creation of new business models for the products of the corporation, ultimately leading to new business opportunities for the corporation. These activities can occur within corporations as internal corporate venturing or outside of the corporation as external corporate venturing. (Kuratko & Audretsch 2013, 329.) *Corporate venturing capital* (CVC) is more focused on the investment side of the corporate venturing and is commonly understood as external investments in organizations in which the corporation has ownership interest (Narayan & al. 2009, 59).

*Strategic Entrepreneurship* (SE) covers high-scale or other important innovations to maintain strategic renewal and sustain the regeneration of the corporation and its products or services. Also, renewal processes of the corporation are included in SE. If CV aims to add or create new business opportunities for a corporation, SE does not necessarily include adding new businesses to the corporation. Commonly, SE consists of innovations which increase the corporation's competitive advantage. (Kuratko & Audretsch 2013, 329-330.)

In summary, there are several related concepts with entrepreneurial implications for established organizations. These implications include strategies, actions and competences in a broader framework, in which intrapreneurship is related to the individuals' core competence. Since individuals form teams within organisation, and both individuals and teams form the company or the organization, intrapreneurial competences have a significant role in terms of company's resilience to drive market change and market development. Based on the literature (Bulesova & al. 2010, 5; Corbet & al. 2013, 812-816; Kuratko & Audretsch 2013, 329; Narayan & al. 2009, 59) it's possible to find such intrapreneurship related concepts and to sketch their roles and relationships within organizations. To illustrate the previously mentioned roles and relationships, I have created a framework in figure1.

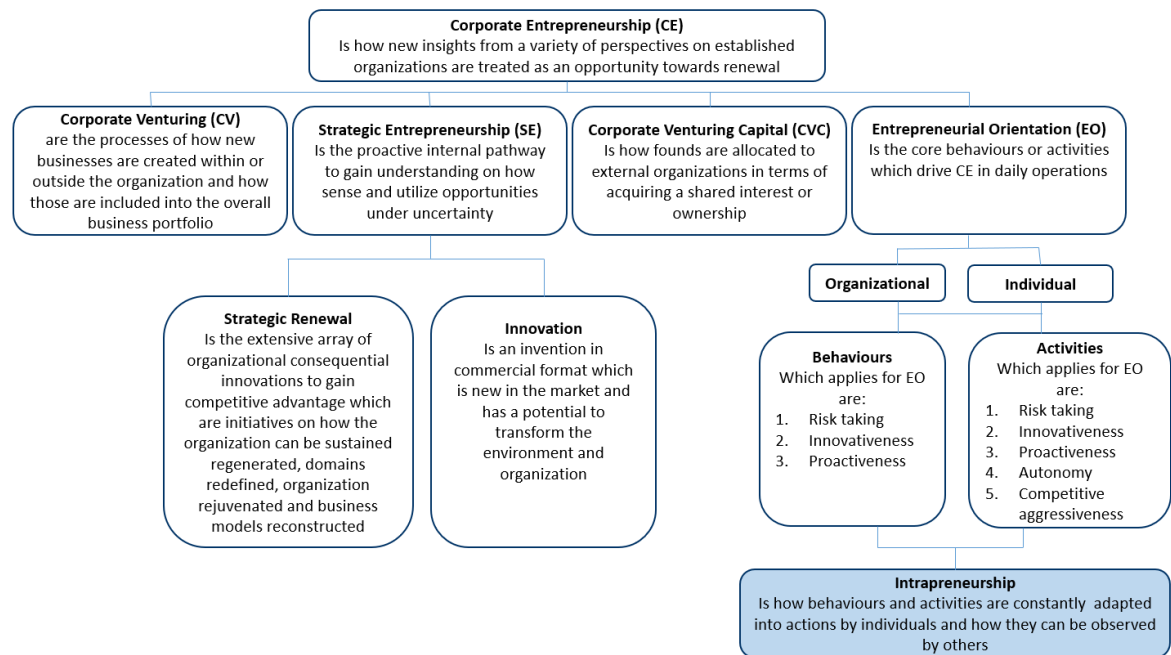


Figure 1. Relationship of intrapreneurship and corporate entrepreneurship.

### 3.2 Roles, levels and responsibilities of intrapreneurship within corporations

In literature three main organizational levels have been presented, which have their dedicated roles and responsibilities to support intrapreneurship to occur via actions in corporations. These organizational levels are (Bulesova & al. 2010, 6- 9; Kuratko, Hornsby & Covin 2014, 38-41.):

1. Top management
2. Middle managers
3. Operational level

Managers have commonly accepted important roles within organizations to instigate and support intrapreneurial activities. However, there is not a common consensus on managers' expertise of intrapreneurship. (Phan & al. 2009, 198.) Generally, it is expected that senior management instigate CE on the strategic level and that middle management carry out instructions which have a critical role in successful CE. Successful CE can be observed as tangible intrapreneurial actions by teams and individuals. The role of middle managers includes three different areas; 1. Innovator, 2. Risk taker and 3. Facilitator of organizational learnings (Burgess 2013, 193-195.). Middle managers' role is critical also from a communicational point of view, while they are the ones translating top managers' strategic vision to an operational level and vice versa, they should also communicate operational level ideas and solutions to the top management to gain legitimation and sponsoring.

(Bulesova & al. 2010, 6- 9). I have illustrated these organizational levels' roles and their interactions in Figure 2.

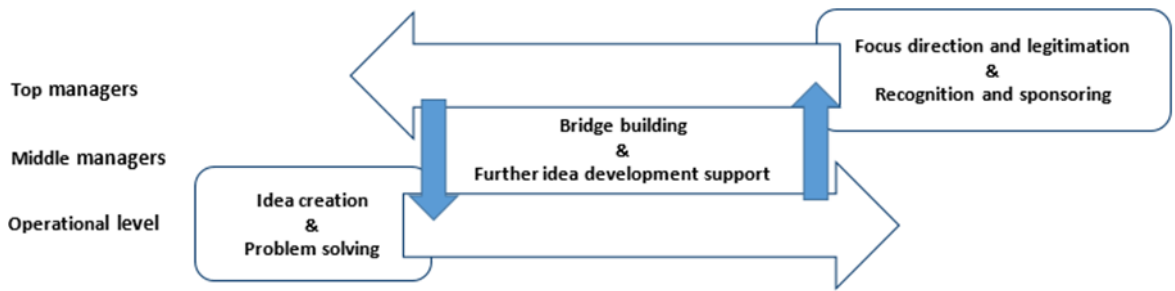


Figure 2. Roles and relationships of organizational levels in corporate entrepreneurship.

There is an increasing need for corporations to collaborate with start-ups, and this collaboration is also beneficial for both: corporations and start-ups, when facilitated properly. Therefore Phan et.al. (2009, 197-198) highlight the importance of understanding the entrepreneurial actions of established companies in a broader context and outside the corporate world, e.g., in venturing. Uotila et.al. (2019, 7) have identified in their report four actors involved in CE activities and their respective roles. Also, they have described how these actors have an influence in practice. I have summarised their identified CE actors and the actors' influence in table 1:

Table 1. Actors of corporate entrepreneurial activities (Uotila & al. 2019, 7).

Actor	Top management	Middle management	Individual experts	Startup platforms and external partners
<b>Role</b>	Support to foster entrepreneurial behaviors and innovations	Initiating change in the organization	Mental ownership of CE activities	To involve several participants in CE activities
<b>Influence in practice</b>	Reward design to encourage risk taking and innovation The champion to ensure CE activities legitimate in top management discussions	Implementing entrepreneurial projects Following processes and rules of organization	Recognize and highlight new opportunities Co-created and share knowledge via organizational learning process	Platforms and activities to enhance innovation Utilization both internal and external start ups

Internal environment can either prevent or support the intrapreneurial mindset development and innovation activity. Kuratko, Hornsby and Covin (2014, 37) have detected five dimensions of internal environments that are conducive to entrepreneurial behaviours in the context of innovation:

1. Top management support
2. Work discretion or autonomy
3. Rewards and reinforcement

4. Time availability
5. Organizational boundaries

In table 2 I have summarized the five dimensions that Kuratko, Hornsby and Covin (2014, 37) have presented and that are conducive to entrepreneurial behaviours. In order to clarify these dimensions in more detail and to show how they apply in practice, I have summarized them in table format.

Table 2. Dimensions conducive to entrepreneurial behaviours and their application in practice.

<b>DIMENSION</b>	<b>WHAT</b>	<b>HOW</b>
<b>1. TOP MANAGEMENT SUPPORT</b>	Key role in facilitating intrapreneurship Support has a direct positive relationship with innovation	Dedication to the championing of innovative ideas Providing the resources people require to take entrepreneurial actions
<b>2. WORK DISCRETION OR AUTONOMY</b>	Opportunities are best recognized by those who have discretion or autonomy over how to perform their work, and by those encouraged to experimentation	Toleration of failure Decision-making latitude Freedom from excessive oversight Delegating authority and responsibility
<b>3. REWARDS AND REINFORCEMENT</b>	'reward and resource availability' as a principal determinant of intrapreneurship	Reward systems that are based on: <ol style="list-style-type: none"> <li>1. Entrepreneurial activity</li> <li>2. Encouragement of risk taking</li> <li>3. Encouragement of innovation</li> </ol>
<b>4. TIME AVAILABILITY</b>	Time availability among managers and workers is an important resource for generating intrapreneurial initiatives.	Availability of unstructured or free time which may be precluded by required work schedules Ensure time for individuals and groups to pursue innovations, with jobs structured in ways to support efforts and actions for short- and long-term organizational goals
<b>5. ORGANIZATIONAL BOUNDARIES</b>	Flexible organizational boundaries promote intrapreneurship via enhancing the flow of information between the external environment and the organization, also between departments/divisions. Organizational boundaries affect the productive enabling of innovation	Treat innovation with a structured and purposeful process Productive outcomes are mostly accomplished when uncertainty is kept at manageable levels; this can be achieved when innovative behaviors are: <ol style="list-style-type: none"> <li>1. Induce</li> <li>2. Direct</li> <li>3. Encourage</li> </ol>

These five dimensions can be measured via the Corporate Entrepreneurship Assessment Instrument (CEAI), which offers a tool for corporations to evaluate and measure these specific dimensions in association with innovative environment and activity. By using this instrument, corporations are able to identify areas of the internal environment where development efforts should be focused, but it also functions as an indication of the corporation's likelihood of successful innovation strategy implementation. (Kuratko & al. 2014, 37.)

### **3.3 Impact of intrapreneurship on business performance**

CE activities can be rather costly and a significant financial investment for the corporation. Therefore, it is necessary to evaluate and understand their possible influence on the corporation's income stream and its financial performance. (Phan 2009, 197.) Based in CV research literature, there is evidence of positive impact on short-term financial performance of the corporation and long-term strategic gains. However, short-term financial indicators might not react to a short span evaluation of the CV activity. Therefore, it might be useful to have additional measurements included in the evaluation of the CV activities, e.g. subjective evaluation of learning and capability building. (Narayanan & al. 2009, 64.)

There is evidence that intrapreneurial actions and orientation of the company increase the performance of the company, e.g., in terms of sales growth and financial metrics. In terms of upscaling business abroad and export, the intrapreneurial activities and intrapreneurial orientation of the organization and of the organizations' individuals have a significant positive impact. (Platin & Ergun 2017, 78).

Gapp and Fischer (2007, 330-331) argue that intrapreneurial scholarship has not focused enough on the link between team development and successful innovation, which is seen as one of the core components of entrepreneurship. Intrapreneurial actions of individuals and teams can be supported and developed, e.g., there are participative action-based models to increase initiatives and innovation within established organization. Hence, team development is a crucial part of successful corporate entrepreneurship, and efforts should be undertaken by management towards team building. Also, CE research and literature should be more focused on finding links and elements of successful innovation and intrapreneurial actions by individuals and teams. Currently focus is on describing characteristics, instead of tangible actions. (Gapp & Fischer 2007, 330-339.)

### **3.4 Intrapreneurship as a competence and a mindset**

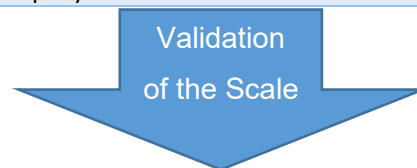
Through feasible actions, the intrapreneurial mindset of individuals and teams is able to grow and related competences can be developed and fostered (Gapp & Fischer 2007, 346). Established companies have initiatives to boost their innovation, e.g., via accelerator programs (Kohler 2016, 348). The aim of these activities and programs is to generate and increase the innovativeness internally (Uotila & al. 2019, 4) and these activities can be a significant opportunity to support the intrapreneurial mindset and skills growth, e.g. option development by lean start-up (Uotila & al. 2019, 11-12).

There are several practices in corporations that foster innovation and customer centricity, i.e., focus on solving customer's problems, which is recognized as a key element of the

intrapreneurial mindset (Kohler 2016, 347-348). Corporations might initiate innovation incubation and acceleration programs, which might lead to the creation of an innovation centre or innovation laboratory. One possibility for the organization is to have an innovation manager dedicated to lead entrepreneurial activities. Additional benefits of an internal incubation program and activities is the impact on intrapreneurial orientation within the organization (Uotila & al. 2019, 11-12.). In that case the intrapreneurial mindset will grow from the individuals of the organization, and it will not commonly start by a top-to-down initiative by the management. Intrapreneurship will become a living practice within the organization by initiative of individuals who are motivated to redesign their work and are offered support and opportunity by management. Although the growth of the intrapreneurial mindset can be fostered by management, the outcomes of management actions will be fruitful when the actions are focused on motivated individuals and teams. (Niemelä 2013, 94.)

Vargas-Halabi, Mora-Esquivel and Siles (2017, 86-90) have done an explorative study to develop and validate scaled measurement for intrapreneurial competences. These authors (2017, 87) argue, based on previous literature, that there is lack of intrapreneurship competence conceptualization. Therefore, they (2017, 105-106) have presented the need for their explorative study, which is also the first phase to create a more holistic intrapreneurial competence scale for broader use. I have summarised the outcomes of the Vargas-Halabi, Mora-Esquivel and Siles (2017, 93-106) study of intrapreneurial competence scale in figure 3.

Dimension	Conceptualization of competence
<b>Exploiter of opportunities</b>	<ol style="list-style-type: none"> <li>1. Knowledge to detect opportunities</li> <li>2. Acting to take advantage of opportunities</li> <li>3. Adopting behaviours to utilize opportunities for the company</li> </ol>
<b>Pro-innovator</b>	<ol style="list-style-type: none"> <li>1. Knowledge to create new things</li> <li>2. Acting to put new things and adopting new behaviors into practice</li> <li>3. Willingness to create new things for the company</li> </ol>
<b>Idea simulator</b>	<ol style="list-style-type: none"> <li>1. Knowledge to create new ideas</li> <li>2. Acting to put new ideas to the test</li> <li>3. Adopting behaviors to promote and support new ideas for the company</li> </ol>
<b>Planner</b>	<ol style="list-style-type: none"> <li>1. Knowledge to plan initiatives</li> <li>2. Acting to implement new initiative plan</li> <li>3. Adopting behaviors appropriate for the new company initiative plan</li> </ol>
<b>Resource manager</b>	<ol style="list-style-type: none"> <li>1. Knowledge to detect and estimate resources</li> <li>2. Acting to mobilize resources</li> <li>3. Adopting behaviors to commit resources to new initiatives for the company</li> </ol>
<b>Support network building</b>	<ol style="list-style-type: none"> <li>1. Knowledge to build networks</li> <li>2. Acting to join forces with others</li> <li>3. Adopting behaviors to attract and negotiate with others to support new initiatives for the company</li> </ol>
<b>Builder of interactions with others</b>	<ol style="list-style-type: none"> <li>1. Knowledge to involve others</li> <li>2. Acting to put new knowledge and experience of others into practice</li> <li>3. Ability to know how to encourage others to support new initiatives for the company</li> </ol>



Dimension	Ability in practice
<b>Opportunity detection</b>	<ol style="list-style-type: none"> <li>1. Ask questions</li> <li>2. Transform opportunity to manageable initiative</li> <li>3. Actions to spread enthusiasm and excitement</li> </ol>
<b>Proactivity</b>	<ol style="list-style-type: none"> <li>1. Willingness to assess new initiatives with others</li> <li>2. Supporting new initiatives to proceed</li> <li>3. Ability to unite efforts to implement innovations for the company</li> </ol>
<b>Drive actions</b>	<ol style="list-style-type: none"> <li>1. Proceeding despite the chaos around innovation</li> <li>2. Financial resource recognition and negotiation</li> <li>3. Cost-benefit assessment</li> <li>4. Courage to challenge the current prevalent system, to do what must be done</li> </ol>
<b>Flexibility</b>	<ol style="list-style-type: none"> <li>1. Perseverance</li> <li>2. Project stimulation</li> <li>3. Being interested in the progress of new initiatives</li> <li>4. Identifying resources</li> </ol>
<b>Risk-taking</b>	<ol style="list-style-type: none"> <li>1. Taking calculated risks based on quick learning</li> <li>2. Risk taking as a result of experiencing numerous rounds of iterated feedback</li> </ol>

Figure 3. From possible intrapreneurial competence dimensions to validated competence scale.



## **4 Methodology**

Action research was selected as a method for this research, as the objective of the thesis was to develop intrapreneurial actions of individuals and teams through the participation of individuals from the operational level. In this study I, as the researcher, led the planning and execution, and my work history and current position in the target organization will have an influence on my ability to be neutral during the planning and execution. Action research allows for the role of the researcher to be unneutral and for a participative approach to solve specific issues of the specific organization. According to Eriksson and Kovalainen (2015, 193-205) these aspects align with the action research methodology. An explanation for the selection of the action research method for this study is presented in more detail in the following chapter.

Ultimately, the aim of this study is to exert an influence on the target organization's practices, which is a social process. According to Eriksson and Kovalainen (2015, 193), action research as a method allows for a more practical and organization driven approach and research question. The study design is presented later in this chapter, as is the flow of the actions in this action research.

### **4.1 Action research**

Business research is often related to a real-life issue, in which the individuals' presence has a significant role. A research whose aim is to understand and exert influence on the research objects via participative inquiry is called action research. Such research objects are commonly a specific group of people, an organization or the actions, processes or environment within the organization. In action research the research questions are arising from the challenge of the research object and the solutions should be co-created with the individuals' active participation. Action research is also the appropriate method when the purpose of the research is to describe an unfolding series of actions. (Eriksson & Kovalainen 2015, 193-195; Kuula 2019; MacDonald 2012, 46; Robertson 2000, 307-309.) The nature of this research is the co-creation of an action plan with the target organization. This action plan is meant to be a part of a living practice, which can be reformulated in a flexible manner if needed. Also, a significant aim of the study is to persuade the individuals of the target organization to participate, and action research as a method thoroughly fulfils this aim.

Changing practices is a social process in which participation is a key element. The action research process is executed in real time, with constant iteration of actions and self-reflection, which are key elements of the action research method. Due to the previously mentioned elements of action research, there is a significant likelihood that unintentional or

unplanned outcomes might occur. (Eriksson & Kovalainen 2015, 195-197.) In this action research the board of the target organization has addressed the need to increase the intrapreneurial actions in a start-up manner, but the solution should come from different group of individuals within the organization. Therefore, the action plan's overall aim originates from the upper management in the beginning, while a more detailed plan and outcomes are defined as the research proceeds.

In the action research there are two aims to be covered: research the target's real-life issue to be solved, but also simultaneously make the subject of study relevant to academic research in this field. Even if the academic interest is not the main driver of the action research, such a research should also provide an added value to the academic community. Generalization of results, commonly used in research, does not apply as such to action research, in which the aim is to solve a specific problem of a specific group. However, reflectivity on researcher's own perceptions and ideas is a feasible option when trying to generalize the action research results to a broader population. Despite criticism towards action research generalization, action research enables the implementation of research results and brings benefits for the research subject. (Eriksson & Kovalainen, 2015, 207-208; Kuula, 2019.) As is commonly the case with action research, the main driver in this case was also a fairly pragmatic issue of the target organization. Therefore, there are limitations regarding the extrapolation of these research results as well, and these limitations are reported later in the discussion chapter. However, there might be an opportunity to provide indicators based on the results of this action research which might be extrapolated after a broader and more systematic investigation.

The role of the researcher can vary by the case in action research, but generally the researcher in the action research is seen as a facilitator who also embraces reflectivity for the participants in order to gain influence on individuals' behaviours. How the research subject and the researcher communicate and interact with one another has a critical role in the building of trust and achievement of outcomes. Through a combination of trust and the facilitation skills of the researcher, the research subject is able to discuss key issues in a critical and productive manner. (Eriksson & Kovalainen 2015, 194-196; Herr & Andersson 2005; Heikkinen, Roivio & Syrjälä 2007; Robertsson 2000, 324.) In this action research the role of the researcher is to act as a facilitator and a coach via workshops and support both individuals and teams during key discussions.

Usually, action research is fulfilled through qualitative data collection methods in order to gain a deep enough understanding of the problem and of the process for solving the problem. The phases of action research are: 1. planning, 2. taking action, 3. evaluation 4.

actions for further planning, which is also called reflection. These phases create a cycle, and after the evaluation the planning can be restarted. (Eriksson & Kovalainen 2015, 195; Kuula 2019.) Data collection in this research will be done via observations of investigator, outcomes of workshops and outcomes of the co-created action plan. An assessment of the intrapreneurial environment, is done via the CEAI-survey in the beginning.

The design of an action research is commonly divided in four phases (Eriksson & Kovalainen 2015, 198-205):

1. **Problem or development need definition**, in which the organization defines the issue that it wants to modify. This phase includes also rationale and argumentations for solving the issue.
2. **Plan for implementation of actions**, in which specific actions to exert an influence on a defined issue will be planned. Also, execution of actions will be included in the plan.
3. **Data collection and analysis**. Execution of the action plan is realized through data collection, e.g. through observations and outcomes. Reflectivity and self-reflexion are essential in action research from its very beginning, since they might have influence on the analysis of the data and subsequent conclusions. For the conclusions of the research, the researcher can use common qualitative analysis methods after the data collection, e.g. via utilizing content analysis methods.
4. **Finalization with reflectivity on outcomes**, in which the conclusions are shared with the organization. This phase commonly includes discussion of the applicability of the conclusions for the organization and likewise discussion on possible future implications.

These four phases are specifically applied to the creation of this research's study design in the following chapter.

## 4.2 Study design

The study design of this action research is based on Eriksson 's and Kovalainen's (2015, 198-205) suggestion for an action research design. Their suggestion (2015, 198-205) for an action research study design includes four phases, which are problem definition, action plan, data management and finalization. The implication of the action research design for this study is presented in figure 4.

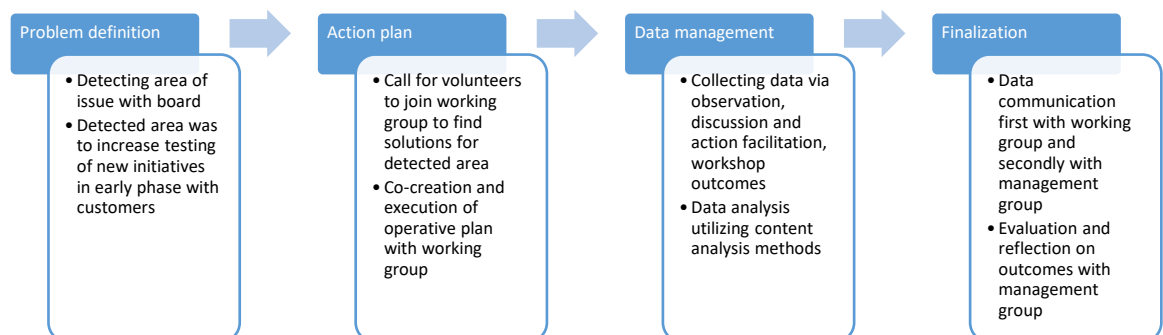


Figure 4. Design of the research.

One key element of the action research is a loop shaped progression which provides an opportunity to restart actions with problem identification, following selected action outcomes based on the initial results. This loop shaped approach creates an opportunity for continuous development. (Eriksson & Kovalainen 2015, 195; Kuula 2019.) This loop shaped formulation applies on this action research as well. The main phases of this action research are presented in figure 5, which illustrates the loop shaped development approach. The results-based outcomes can be the new defined problem, e.g., the form in which these outcomes can become living practices.



Figure 5. The main flow of this action research.

However, this action research consists of several detailed actions. The objective and expectations for this research were broad, and to fulfil both practical and academic objectives, it was divided into several actions. The more detailed information about the flow and contents of the research actions is presented in table 3.

Table 3. The actions of this action research.

<b>Date</b>	<b>Action</b>
<b>JANUARY 8<sup>th</sup> 2020</b>	First discussion of intrapreneurship and the Master Theses with the board, including acceptance and high-level focus discussion

<b>February 10<sup>th</sup> 2020</b>	Second discussion of intrapreneurship and the Master Theses with the board, including decision to have action research with volunteer operative working group and to make baseline assessment via CEAI -survey	
<b>March 13<sup>th</sup> 2020</b>	Finnish government nationwide recommendation to switch to remote work, followed by internal decision to execute action research via digital platform	
<b>March 30<sup>th</sup> 2020</b>	Third discussion of intrapreneurship and Master Theses with the board, in which it was decided to have short introduction of the topic for whole company, including call for volunteers to join operative working group and introduction of baseline assessment plus CEAI -survey in next company town hall meeting	
<b>May 16<sup>th</sup> 2020</b>	Survey was sent via email to 67 employees with a short description of the topic and survey. Responding period was one week, and a reminder message was sent on May 20 <sup>th</sup> . 33 employees responded to the survey and 10 employees announced their willingness to volunteer for the operative working group.	
<b>May 25-30<sup>th</sup> 2020</b>	Analysis period of survey results, including scoring	
<b>June 22<sup>th</sup> 2020</b>	Leadership Forum with managers: theoretical introduction to intrapreneurship, CEAI-survey results and focus detection for working group.	
<b>June 23<sup>th</sup> 2020</b>	Welcoming letter via email to volunteers to join operative working group and introduction to the purpose of working group, including time schedule	
<b>September 30<sup>th</sup> 2020</b>	Kick -off meeting with operative working group, where a decision to divide to two small groups was done. During the meeting we discussed all stakeholders' expectations and factors that support or prevent the intrapreneurial mindset growth and actions to happen.	
<b>October 6<sup>th</sup> - 27<sup>th</sup> 2020</b>	<b>Small Group of agile development</b>	<b>Small Group of mindset development</b>
<b>1<sup>st</sup> meeting</b>	First chosen idea was presented (5 min), second the group made empathizing exercise (15min), and thirdly the prototype was created (30min)	Profile co-creation of colleague supportive of intrapreneurial mindset and actions, and decision to test My Why (by Simon Senik) as an exercise to support mindset growth.
<b>2<sup>nd</sup> meeting</b>	Feedback collection from non-commercial colleagues on the prototype (30min)	Group reflection of My Why -exercise. Decision to test development of an option for evaluation, recognition and reward of intrapreneurial competence
<b>3<sup>rd</sup> meeting</b>	Improvement of the prototype (20min)	Iteration of suggestion for management for evaluation, recognition and reward of intrapreneurial competence
<b>4<sup>th</sup> meeting</b>	Presenting the improved prototype for commercial colleagues (30min)	Feedback and reformulation of an option for evaluation, recognition and reward of intrapreneurial competence
<b>November 11<sup>th</sup> 2020</b>	Working group closing session, where both small groups shared their actions and outcomes, followed by discussion with feedback and iterated improvement suggestions. Also working group wishes for future actions were collected, and researcher presented what are the next steps in terms of this master theses	

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<b>November 15<sup>th</sup> 2020</b>	In the update meeting with the board, researcher presented work group actions and outcomes including first draft of researcher's conclusions. The decision to continue the topic with all managers in the Leadership Forum was made in this update meeting
<b>January 18<sup>th</sup> 2021</b>	Result presentation for the operative working group, where the group did have a chance to comment results and conclusions. The working group was pleased with the conclusions and results, but their request was to add the significance of the well facilitated and led idea development process to the main results.
<b>February 2021</b>	Result presentation in the Leadership Forum, including small group discussions to reflect on results and conclusions. Feedback from the managers shows that they were appreciative and they were able to detect future implications of this action research for the organization based on results and conclusions.

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## **5 Implementation and outcomes**

I as the researcher, but also as employee of the target organization, am keen to understand more deeply how an individual can act as an entrepreneur in an established organization, i.e. intrapreneurial actions. In addition to this, I am curious to understand what factors influence an individual's acting style in terms of intrapreneurship. Based on these aspects, I have been very excited from the beginning. Personally and professionally, I am sensing a significant potential in intrapreneurship for both individual employees and the company. In other words, I expect my passion for the topic to be a promising ground for this thesis.

### **5.1 Initiation of the action research**

In the beginning of the research, I as a researcher approached the board of the target organization with a suggestion to investigate or have a development project with a high-level topic: intrapreneurship. My proposal of the intrapreneurship topic was accepted, and the board addressed a need to support individuals and teams to adopt a start up –culture regarding new customer initiatives. The more specific effect of adopting the start up -culture is to increase testing culture, i.e. to collect customers' feedback for new initiatives and engage customers as early as possible for development. During the first discussion with the board, we decided to have a more dedicated discussion session about the topic with all supervisors of the local affiliate. At the same time, we decided to make a base line assessment of the intrapreneurial environment within the local affiliate with the CEAI - survey. We decided to include in the survey an opportunity for individuals to enrol as volunteer to the intrapreneur working group to develop intrapreneurship within the local affiliate.

After this first discussion with the local board, I felt delighted that the board did share my personal opinion on the significance of intrapreneurship. However, I felt slightly unsettled due to the board's broad expectations. It is also commonly accepted that changing the culture is not a straightforward process with quick wins, which also increased my unsettlement. I felt relieved by the decision to specify objectives and actions in a separate leadership forum with workshops, which I would organize and facilitate.

This first discussion was in February 2020, and just three weeks later the COVID-19 pandemic situation affected work life significantly. Our local affiliate also changed its operations to fully remote mode. Therefore, all actions in this action research were done remotely via virtual platforms (MS Teams was used for all meetings) even I and the board did understand that it would not be the ideal way to organize the actions. However, on the other hand, business still needed to be managed and additionally, the radical change after

the pandemic did stress out the value of intrapreneurial competences. Therefore, the mutual decision was to maintain the researcher on the original schedule and plan.

When the COVID-19 pandemic situation changed the way of working, I felt that the remote execution of my study actions would make my actions and their co-creation unfeasible. I also doubted my ability to observe participants and make conclusions about individuals due the virtual platform. However, as discussed with the board, I shared their opinion that business needs to continue, and it was crucial that business actions would be adjusted for the new environment. Therefore, I rapidly decided to take this as a personal development objective.

## **5.2 CEAI-survey results as a baseline assessment**

Before the first workshop with local managers, I sent the electronic questionnaire to execute CEAI –survey on May 16<sup>th</sup>, 2020. As a pre-action for sending the survey, I had a 10min presentation for whole organization during the town hall meeting of the local affiliate, via Skype for Business. The presentation covered a brief introduction to intrapreneurship in theory and to intrapreneurship as a competence of the company, and why the company is seeing intrapreneurship as a significant competence of individuals. In the end of the presentation, I introduced CEAI –survey and the call for volunteers to join to the working group via survey. I sent the link to the survey (appendix 1) immediately after the town hall meeting via email and the responding period for the survey was from May 16<sup>th</sup> to May 22<sup>th</sup>. A kind reminder message was sent on May 20<sup>th</sup>.

The CEAI -survey was sent to 67 individuals, which covers our local affiliate employees, and the rate of the respondents was thus 49%. Survey results were scored according to the system presented by Kuratko, Hornsby and Covin (2014, 40) in their publication. CEAI -survey scored results are presented in table 4. They are illustrative of the fact that work discretion or autonomy is the most supportive element towards intrapreneurship in the organizational environment, while, on the opposite end, the most preventing elements in the environment were time availability and organizational boundaries. In the order of organizational boundaries two statements were especially highlighted as having the most preventing influence on entrepreneurial environment: (1) On my job I have no doubt of what is expected of me, with 65 points and (2) I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output, with 74 points. More detailed and scored results of the survey are presented in appendix 2.



Table 4. CEAI-survey results at the baseline

Environment dimension	Score result
Management support for corporate entrepreneurship	101
Work discretion	121
Rewards/Reinforcement	107
Time availability	86
Organizational boundaries	87

The results of the survey reflect that individuals within the organisation interpret that regarding their work autonomy and encouragement from management would offer an opportunity to act like an entrepreneur within the target organization. However, despite the autonomy and encouragement, a busy work schedule and strict work objectives are preventing individuals' entrepreneurial-like actions.

As part of the survey, there was an open space where volunteers for the working group were able to sign up. Eleven volunteers did sign up for the working group during the time of the survey. As an empirical evidence of time availability, four volunteers of eleven gave a notice of withdrawal from the working group due the workload and overbooked calendar.

### 5.3 Development area definition with managers

The problem area, how to increase start up-like actions and testing culture, was defined by the board during the discussion in the February meeting, which I did facilitate. However, to improve on the import of the objectives, the local affiliates Human Resource (HR) Manager invited the leadership forum to a workshop to define more specific objectives for this action research and for the volunteer-based working group. The two and half hour (2,5h) long leadership forum was held in June 2020 and I presented the theoretical part on intrapreneurship and facilitated the included workshop. I divided the meeting in the following sections:

1. Theoretical approach of CE and intrapreneurship
2. CEAI -survey results
3. Impressions and conclusions from survey results and discussion on how they should be taken into account when setting the objectives for the volunteer based operative working group of the action research

Sections 1. and 2. were presented with a theoretical approach in a traditional power point presentation, whereas section 3. was participative and managers were divided in small discussion groups. I also presented a suggestion, that the working group could implement design thinking as an exercise to develop a process which would be agile and customer engaging, and that is aligned with our strategy. In this exercise my role would be as coach and facilitator, someone who supports the working group to make tangible actions. This suggestion was supported by managers.

In the participative workshop managers were asked to discuss and write down their impressions and thoughts on the theoretical and results presentation. This discussion was in smaller groups, and each small group consisted of three managers. Focus and objectives for the small group discussion was supported by the following open questions:

1. Please describe readiness of the organization to increase intrapreneurship
2. What was new in the results and in the presentation?
3. What kinds of feelings did the results and the presentation raise?
4. How should the influence on the organization's way of working be presented?
5. How should the influence on managers be presented?

To summarize the managers' discussion, they did not identify actions for themselves in this point of the process. However, based on small group discussions, three main objectives for the operative working group were detected: (1) To identify factors which prevent things from happening or proceeding after a good idea, (2) To test agile idea development (3) Solutions to evaluate, recognize and reward individuals and teams in terms of intrapreneurship, and (4) To determine options to increase time availability by detecting business operations which could be ended.

After the Leadership Forum I was not fully pleased, since managers did not identify objectives or actions that could be meaningful for themselves, neither did they sign up for any of them. Initially, I expected that they would take an accountability for some task or action which they would have detected via the small group discussions. I felt that they shifted the responsibility to the operative working group. However, I was positively surprised that two managers signed up as volunteers to the operative working group.

#### **5.4 Action plan and execution with operative working group**

Via baseline assessment 11 volunteers did sign up for the operative working group, and I sent all of them a welcoming letter via email. In the welcoming letter I shortly introduced the purpose and objective for the working group. Before initiations of the working group, I sent a recapping letter for the volunteers, which included a scheduled timetable for the working group. At this point four volunteers responded that they need to resign from the working group due time availability. Therefore, the final working group was formed by 7 volunteers.

In the first meeting I shared topics with the working group, which were from the managers' development area definition meeting:

- (1) To identify factors which prevent things from happening or proceeding after a good idea
- (2) To test agile idea development
- (3) Solutions to evaluate, recognize and reward individuals and teams in terms of intrapreneurship
- (4) To determine options to increase time availability by detecting business operations which could be ended.

I made a request to the working group participants to share their expectations with working group. I also requested the participants to write a diary regarding their thoughts and learnings during the work group actions. A diary has been shown to be an influencing tool to develop mind set, e.g. in terms of curiosity by Gino (2018 ,50) and therefore I suggested diary writing for participants from the point of view of their individual development, but also as data collection for the study. However, worried about the workload were immediately raised and we started to discuss adjustments of the actions and the materials to be submitted by the participants, and thus the diary approach was excluded from the study.

Due the concerns over the workload, the working group decided to be divided into two small groups. The focus of the first small group was on the agile development process and its testing. The focus of the second small group was on the topics (1) To identify factors which prevent things from happening or proceeding after a good idea (2) to test agile idea development (3) solutions to evaluate, recognize and reward individuals and teams in terms of intrapreneurship and (4) to determine options to increase time availability by detecting business operations which could be ended. The action plan was formulated according figure 6 presented below.

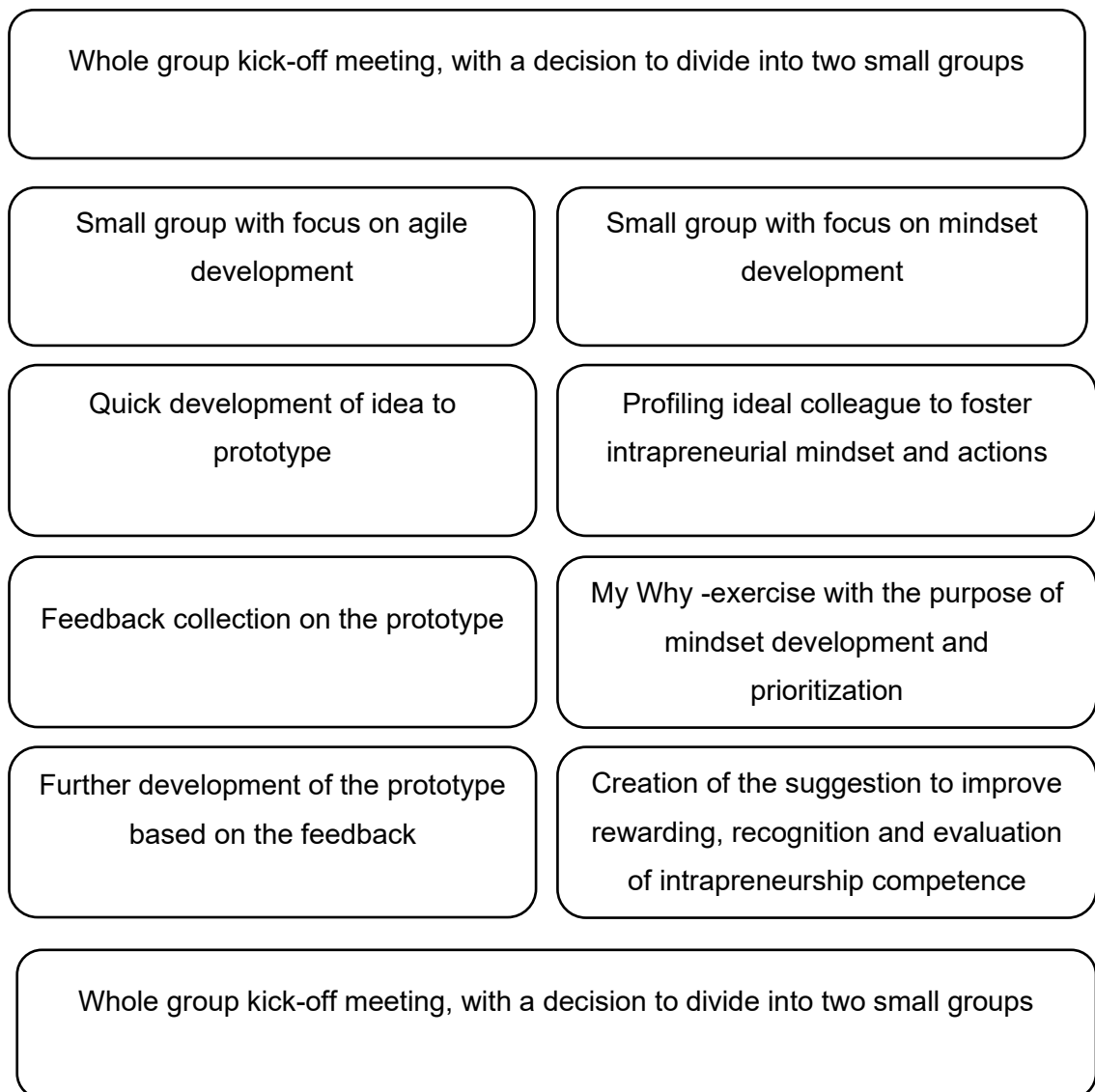


Figure 6. Action flowchart of the study.

After the first meeting with the working group, I had ambivalent thoughts. On the one hand, I felt disappointed, since I would not be able to execute my initial plan, e.g., the diary, and I had to admit to myself that my initial plan had been too ambitious. However, I felt great gratitude that my colleagues were willing to dedicate time for this operative working group, which would basically add load on their current responsibilities. Also, I understood during the meeting that I would be able, via observation, to recognize factors which influence intrapreneurial behaviour within the organization, i.e. via my observation I would most likely to be able to respond to managers' expectation (1) to identify factors which prevent things from happening or proceeding after a good idea.

### 5.4.1 Outcomes of agile development small group

This small group's focus was on developing and testing an agile development option for customer initiative. The option to be tested was suggested by me. Purpose of this small group was to respond to a development area identified by the managers.

When this small group started, we choose one wild idea which was originally meant to be a joke during a virtual coffee meeting. The idea was presented and it was briefly described how it might actually work and create additional value in practice. This presentation was formulated as a five-minute elevator pitch by one small group participant. This was followed by empathizing and prototype creation. I did introduce the story board as method for prototyping, since I felt that to be most convenient option regarding the topic and remote manner of working. Within half an hour of co-creation work we had a six-phase story board, as the first prototype of new customer education initiative.

The purpose and action in the following meeting were to collect feedback on the prototype. The feedback collection method was tested with internal colleagues, whose function is non-commercial and who had not participated to the creation of the prototype. Feedback collection was based on four main approaches: 1) What worked well, 2) What could be improved, 3) What was unclear, and 4) Are there ideas for improvement. The feedback collection template is presented in figure 7. At the core of this feedback collection was the fact that prototype creators should behave as a listener, avoiding all justification or judgement. The feedback collection started with a brief introduction to the prototype content by one member of the small group, and I did facilitate the feedback collection. This session was half an hour long in total, and in the end of the session the members of the small group showed orally gratitude for the feedback and time contribution.

What worked well	What could be improved
What was unclear	Ideas for improvement

Figure 7. The feedback collection template.

I felt proud of my colleagues in the small group that they were highly ready to jump in this exercise and how quickly they did create the first prototype. We had a great and enthusiastic time together, e.g. we did laugh several times together. For example, one of the meetings was in the morning and the animated and positive spirit was maintained for several hours on that day. During the sessions I sense calmness on the participants, which I assume to be a result of their pure curiosity and openness to hear the feedback. This calmness created joy in me, since it felt good that no one had a need to explain or justify their decisions or opinions.

The fourth and last meeting with this specific small group, was a joint session with marketing and sales functions. We executed the same exercise as we did with the two non-commercial colleagues previously. The spirit was not as calm as it had been the previous time, and the idea received both encouraging and sceptic response. However, we discussed possible future next steps while the main impression was that the idea would fit well in a more digital post -COVID world. Overall, I was satisfied with the small group actions and the positive spirit that we have been able to create within the team.

#### **5.4.2 Outcomes of mindset development small group**

The purpose of the mindset development focused small group was to develop options to foster intrapreneurial mindset growth, and my aim was to respond to managers' expectations: (3) solutions for evaluate, recognize and reward individuals and teams in terms of intrapreneurship, and (4) to determine options to increase time availability by detecting business operations which could be ended.

Firstly, I initiated the discussion with the question of what influences individuals' intrapreneurial behaviours. The question led to a discussion on the role of the colleagues, especially the role of the nearest colleagues you are working and collaborating with in daily practice. The finding was that peer colleagues' behaviour is the most significant factor that influences individuals' intrapreneurial mindset and actions. Peer colleagues' behaviour influences equally in the other direction, as a preventor of intrapreneurial actions. I did act as a facilitator during the conversation. Based on the findings of the discussion, I formulated a profile of supportive colleague, which is presented in figure 8. During the discussion, the first reaction of peer colleague was mentioned several times. However, the managers or leaders of the organization were not mentioned during the discussion.

**The person is:**

Professional in terms of knowledge  
Social  
Positive  
Curious

**Discussion with the person is:**

Exciting  
Cheerful and fun  
Solution driven  
Interactive and bidirectional



The profile of intrapreneurship supportive colleague

**The person helps by:**

Asking questions and anticipating replies  
Supporting implementation of ideas into bigger picture  
Thinking more broadly  
Structuring and concreting ideas  
Taking the next step  
Supporting in decision making

Figure 8. Profile of intrapreneurship supportive colleague.

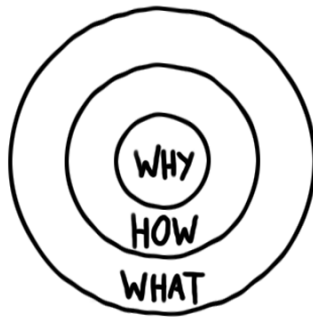
After the first meeting I felt significantly surprised, since managers' role was not mentioned and peer colleagues' role was discussed a lot and in an in-depth manner during a discussion of factors within the organization to influence individuals' intrapreneurial actions. This observation made me accept the managers' decision not to sign up for actions for themselves during the development area identification phase. After this small group discussion, I felt my understanding towards managers decision increased.

The second objective for the mindset focused small group was to respond manager's defined development area (4) to determine options to increase time availability by detecting business operations which could be ended. I decided to test the My Why -exercise by Simon Senik as an option to detect operations which could be ended or not to be executed anymore. In the end of the first meeting with the mindset small group, I presented My Why to the group and I made a request to discuss through My Why with someone, e.g. with the line manager, and write down reflections based on the conversation. Oral instruction was to start from a why -question, followed by how -question and ending with a what question. These reflections would be shared and discussed in the small group in the second meeting.

In the second meeting with the mindset small group, participants shared their thoughts and learnings from the My Why -exercise regarding the individuals' personal work within the target organization. I had introduced the exercise with a PowerPoint slide (figure 9). I also advised participants to have this discussion with someone, e.g., a manager or colleague. I requested to write down thoughts and learnings from the discussion.

## My Why exercise

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**WHY:**

What motivates you? What are you achieving? What is your goal? What do you want to bring into the world?

**HOW:**

How do you want to do your work? How do you operate based on your values and strengths?

**WHAT:**

What do you do when being in this position?

Figure 9. Instruction for My Why -exercise.

In the beginning of the second meeting, I had the role of discussion facilitator, and I made open questions for the small group members:

- How did the exercise influence on mindset development?
- What did you learn from the exercise?
- Please, describe the usefulness of the exercise
- Where or in what kind of situation would you utilize this exercise?

Small group members were willing and open to share their learnings and thoughts. The group actually exceeded the scheduled time, but all of the participants were willing to continue the discussion on the overtime. Based on my observations, I reached the following conclusions on the My Why -exercise:

1. This exercise does not solve a potential motivation or mindset issue
2. This exercise helps participants to understand personal drivers and barriers of individuals
3. This exercise helps to find and decide relevant focus points
4. This exercise helps on prioritization, by raising up what is important and what is not that important

This meeting was a good piece of example to describe the curiosity of the participants of this action research. Even the scheduled meeting time was exceeded, they were curious to hear what the others have to share and hear additional comments from each other. The most significant observation that I made was that curiosity was on the highest level when colleagues, their daily practice and their respective contribution to the organisation's business were far from each other. Commonly these colleagues do not have natural platform for interaction or exchange. This observation was based on my visual and auditive observations, since participants did have cameras on, and on the tone of the voice and wording of the questions that participants asked from each other.

In the third meeting my aim was to respond to managers' expectation to understand better how intrapreneurship as a competence could be better evaluated, recognized and rewarded. I shortly presented a reminder of the objective for this meeting and we decided



to divide the topic into two meetings. I started with a short presentation of the current company description of intrapreneurship competence, and after the presentation I requested participants to share their first impression on how intrapreneurship as a competence could be better evaluated, recognized and rewarded. I facilitated the discussion and took notes. As a next step we made a plan that I would formulate a suggestion based on my notes, and when the suggestion would be available, we would continue with the topic in the next meeting and participants could give feedback to my suggestion. When the suggestion was shared with the small group members, we had a follow-up meeting with the same topic. In this follow-up meeting I shared the suggestion, to be presented afterwards to the managers, on how intrapreneurship as a competence could be better evaluated, recognized and rewarded. According to the feedback, the suggestion was that it should be more tangible and actionable.

The topic of the evaluation, recognition and rewarding of intrapreneurship as a competence was significantly the most challenging topic to be discussed. In the beginning there was an awkward silence, since no one seemed to know what to say due to the challenging topic. Fluent discussion was achieved after I switched the approach of my questions. Initially, my questions were directly evaluation, recognition and reward related. Due to the challenging discussion, I changed the direction of my questions, now requesting participants to imagine themselves in a specific situation and describe the emotions related to the situation, e.g.:

- Could you describe situation where you have felt appreciated
- What kind of rewards have been most significant, and why
- What kind of evaluation would be beneficial for you, and why or how

When the approach and questions were changed, the discussion adjusted as well, becoming fluent and joyful. One rapid comment from participants was that the company, in its role of employer, has permission to determine intrapreneurship as a competence, and other group members supported this, therefore intrapreneurship as a competence was not discussed further. Regarding the suggestion which I had formulated, participants were positively surprised, because I had been able to summarize their discussion in a comprehensive way, even more tangible and actionable elements were expected to be included. The previous comment describes well how participants felt the topic to be discussed to be challenging and intangible. As a conclusion, I recognize that the evaluation, recognition and reward objective is the most challenging and therefore I was proud of achievements we had as a group. My main conclusion from the discussion was that, within small group members, social recognition is more appreciated than recognition coming from managers. Managers' recognition, although meaningful, is instead expected, since for the most part it is considered to be part of the profile of the manager's position.

### 5.4.3 Closing meeting with operative working group

The closing meeting with the operative working group was divided into two phases, consisting of two separate meetings. In the first meeting, both small groups shared their actions and outcomes. The first meeting of the closing action included time dedicated to outcome improvement suggestions and future suggestion for the managers. The purposes of the second session were to reinforce the researcher's conclusions and to evaluate the researcher's observations in alignment with working group participants. However, the researcher's observations would finally have the main influence on the results of this study.

The first meeting started with both small groups' presentations, whose aim was to share actions and outcomes for the other small group members. There were no improvement suggestions regarding the outcomes, while the impressions discussed were supporting of the meaningfulness of the actions for the target organization's objective of developing intrapreneurship.

In the second part of the closing action, I presented my conclusions as a main result of the action research. My conclusions were the following:

1. **Reactions and behaviours of peer colleagues** is the most significant factor that can influence on the intrapreneurial actions of individuals
2. **Social recognition** reinforces individuals' intrapreneurial actions and is the most appreciated type of recognition
3. **Curiosity level can be increased** due interaction between colleagues who do not commonly operate together

Group members and participants of this action research were fully supporting my conclusions, and they reinforced my conclusion that peer colleagues' behaviour is the most significant factor that can influence on individuals' intrapreneurial behaviours. However, the opinion of the group members was that appropriately facilitated and structured idea development is a significant option to increase idea generation and testing. Therefore, we made a joint decision and a fourth element was thus added to the final conclusions: a considerable positive and supportive influence comes both from increasing agile idea development and its testing and from **a well facilitated and structured approach**. Hence, a structured and facilitated approach was seen as significant enabler. The suggestion of the working group for management was to establish an internal idea incubator in the company.

In the end of closing meeting, we discussed how joyful a time we had together during research actions. The working group members identified the following factors as having an influence on the joyfulness of working: (1) similar attitude and mindset, (2) appreciation toward each other, and (3) all members listened and were contributing. The impression of

the participants was that the previous factors were made possible due to an appropriate facilitation of the group.

#### **5.4.4 The rationale behind the main findings and results**

A fundamental part of this action research's methodology was continuous iteration, which eventually also led to formulating the main findings. I, in the role of the researcher, kept inquiring and asking questions to gain reasons and reach the core causes for arguments and words that were merely orally expressed.

I, as a researcher, also made continuous observations during the actions, and I wrote a reflection diary. Since the operative working group mentioned colleagues and colleagues' behaviours proactively in several different contexts, I reached the conclusion of the significant role of colleagues for individuals' intrapreneurial actions. Therefore, I guided the conversation in a direction that would allow the description of the ideal colleague from the point of view of intrapreneurship. The outcome was the profile of the supportive colleague (figure 8 on p.27).

The role of social recognition was raised up after I made a request to the participants to describe the circumstances in which they have felt significant appreciation from a reward or recognition. Even if the recognitions from managers were mentioned, the perception of recognition from colleagues was different. While recognitions are seen as part of the managers' job profile, recognitions from colleagues are sensed to be more authentic. Therefore, the role of social recognition became one of the main findings of this study.

The diversity influence on curiosity is completely based on my personal observations. However, it was accepted by the action research participants. Even if all actions were executed through virtual platforms, I was able to sense changes in listening style, when colleagues who are non-familiar from the point of view of daily practice started to discuss. This change could be observed also as an increase in active listening, which appeared for example as questions, calmness of the listeners and appreciative comments. Vargas-Halabi, Mora-Esquivel and Siles (2017, 93-106) maintain that listening is one of the main elements that support detection of opportunities. Therefore, I highlight this finding as one of the main outcomes of this study.

Appreciation of well facilitated processes was the most important conclusion of this action research for the participants, something they addressed during the closing action. The participants' main perception was that the operation moved seamlessly in an enthusiastic atmosphere. However, I believe that the well facilitated process did accelerate the working group's actions, in all likelihood together with the other factors named above that were

present within the working group (reactions and behaviours of peer colleagues, social recognition and curiosity increased by diversity of interacting colleagues).

#### 5.4.5 Delivering findings to management

The final action of the study was to respond to managers' detected development areas, which were: (1) To identify factors which prevents things from happening or proceeding after a good idea, (2) To test agile idea development (3) Solutions to evaluate, recognize and reward individuals and teams in terms of intrapreneurship, and (4) to determine options to increase time availability by detecting business operations which could be ended. The suggestions for development areas were delivered in a virtual meeting using a rather traditional presentation format. The presentation's content is summarized in table 5.

Table 5. Delivered suggestions for development areas.

<b>Development area</b>	<b>Suggestion</b>
To identify factors which prevents things from happening or proceeding after a good idea	First reaction of peer colleague, the ideal supportive colleague was profiled  Agile development process supported by high quality facilitation → suggestion of internal idea incubator
To test agile idea development	Establish of a process for idea development (e.g. idea incubator)  Feedback collection template
Solutions to evaluate, recognize and reward individuals and teams in terms of intrapreneurship	Social recognition should be increased  Establish systematic collection of feedback and evaluation for performance and development discussions
To determine options to increase time availability by detecting business operations which could be ended	Prioritization based decisions

During results delivery, I proactively brought into the discussion the fact that the operative working group is a selected population, which creates some bias to the results. Since working group members were asked to sign up for the working group as volunteers, the participants of the action research were a selected population of the target organization. The selected population has most likely a higher interest towards intrapreneurship than the population in general within the target organization. Managers asked me to reflect the influence of population selection on applicability of the results. Obviously, selection bias will influence the applicability of the results for the whole organization. However, I drew attention to the fact that volunteer-based selection offered additional benefits for groupwork and collaboration, since volunteers most likely already bring with them a mindset that is positive

towards the workgroup. In view of this benefit, this kind of selection procedure could be utilized with specific actions in the future as well.

Overall, managers were pleased the delivered findings for development areas. Additionally, the managers appreciated the novelty of the conclusions and my impression was that the conclusions increased organizational knowledge. I shared my suggestion for the future with the managers, which was to establish an idea incubator. I also suggested that members of the idea incubator be volunteers, as it was in this action research. This suggestion was accepted, and I received an action request to establish the idea incubator for the target organization.

## 6 Conclusions

The aim of this study was to answer the following main research question: *How can individuals be supported to grow in terms of intrapreneurial competences?* And the main question covers the following sub-questions: 1. What is the current intrapreneurial environment of the target organization? 2. What exerts an influence on increasingly intrapreneurial actions of individuals within the organization? And 3. What additional value do the selected actions bring to the target organization's business?

The main findings of this action research on how individuals can be supported to grow in terms of intrapreneurial competences are:

1. **Reaction and behaviours of peer colleagues** is the most significant factor to influence on intrapreneurial actions of individuals
2. **Social recognition** reinforces the individuals' intrapreneurial actions and is the most appreciated type of recognition
3. **Curiosity level can be increased** due to interaction between colleagues who do not commonly operate together
4. **Appropriate facilitation and structure** can increase agile idea testing and development.

The main findings are aligned with Gapp and Fischer's (2007, 346) finding that team building has an influence on individuals' and teams' intrapreneurial behaviours. Although the issue of team building was not specifically raised during the research actions, co-operation joy, according to the descriptions, is a crucial part of team building and one of the benefits gained from well managed team building.

According to the current intrapreneurial environment of the target organization, it seems that a permission from management to go towards intrapreneurial actions is in effect. However, busy time schedules and both specific job profiles and operational objectives are limiting and preventing individuals to move in an intrapreneurial direction and thus increase their intrapreneurial actions. It is commonly known that the pharma industry is a highly regulated area of industry, and that such organizations are global corporations whose targets and objectives are significantly top-down hierarchized. However, this is in conflict with management's high expectations of increasing intrapreneurial actions and activities of teams and individuals. As presented in the theoretical framework in figure 2 (Roles and relationships of organizational levels in corporate entrepreneurship, p. 8) identified needs and opportunities from the market should come from the operational level for management to gain legitimation and sponsoring, i.e. a bottom-up solution approach is needed. Even if a general direction of the actions is expected from management, tangible and actionable objectives should come from the operational level.

To combine the results of this research, I have offered a framework (figure 1, p. 7) of the factors which seem to influence on individuals' intrapreneurial actions. Based on the results of this research, I would argue that, as a pre-condition, individuals should have supportive colleagues to collaborate and operate with in daily practice. Also, supportive colleagues offer immediate rewarding feedback, which is part of social recognition in the organization. However, the management of the organization is able to reinforce social recognition via establishment and implementation of a social recognition programme. Through the supportive colleagues and social recognition, a favourable atmosphere is created within organization. When the atmosphere is favourable, the organization and management support individuals and teams to grow even more in the intrapreneurial direction by arranging situations where diversity is present and exchange can occur. By implementing well facilitated processes, idea generation and development can be supported, which I see as an opportunity for management to influence positively on individuals' and teams' intrapreneurial actions. As a combination and an outcome of these elements, individuals' intrapreneurial actions could increase, which can be most likely observed also to increase the intrapreneurial actions of the teams. This conclusion is based on the findings of this study, which I have framed in figure 10. Hence, based on the indicators that this action research provides, peer colleagues' behaviours are the foundation for the intrapreneurial actions of individuals. Therefore, the first efforts and focus of the organizations should be on this area.

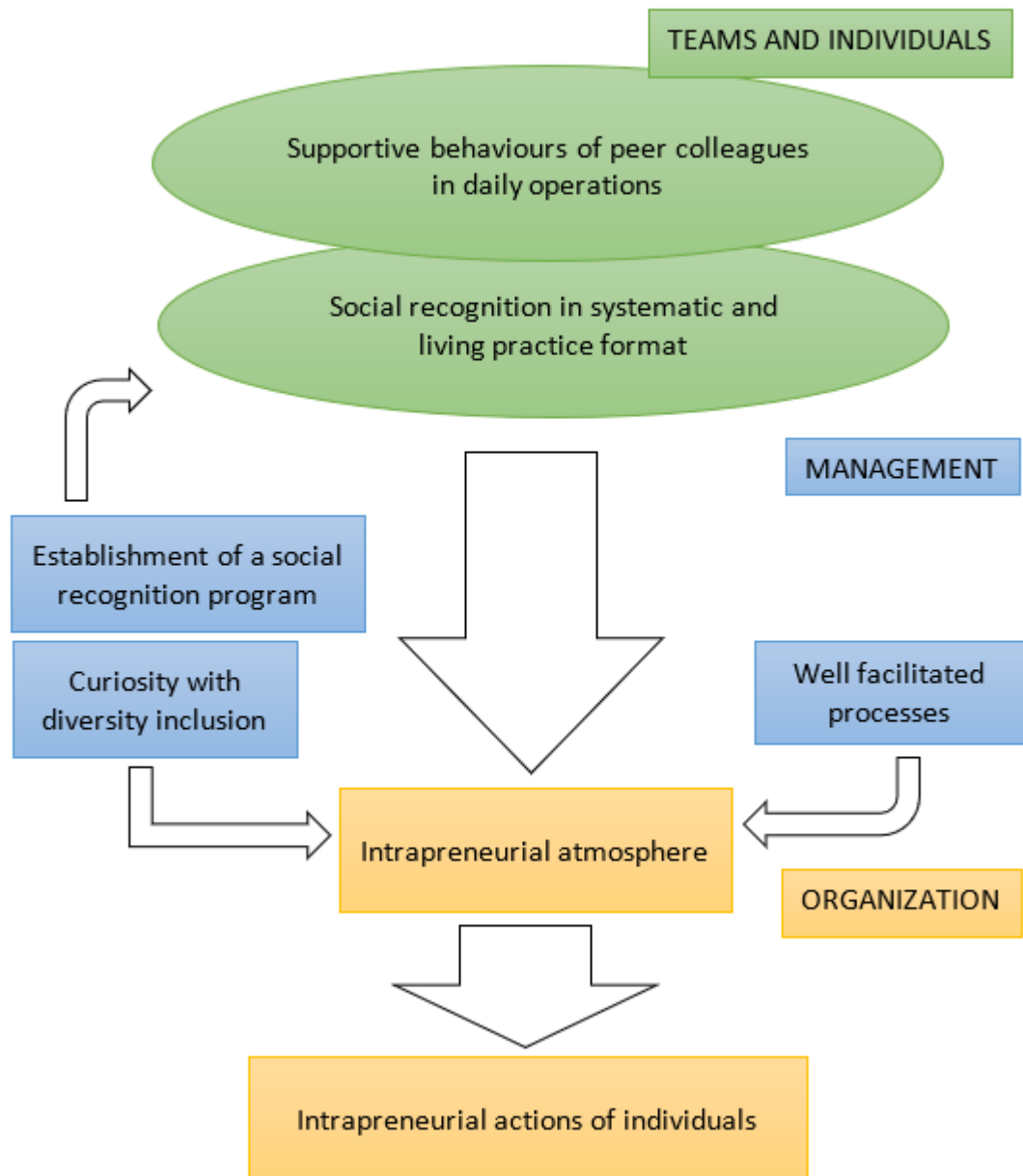


Figure 10. Factors that support individuals' intrapreneurial actions.

## 6.1 Discussion

### 6.1.1 Limitations

Eriksson and Kovalainen (2015, 290) maintain that in a qualitative research the evaluation of the action research should occur continuously in all study phases to increase trustworthiness. They also argue (2015, 199) that reflexivity is a key element of the action research evaluation. Therefore, I have provided my personal reflexions in all steps of this action research through a reflexion diary which I wrote during this action research.



Eriksson and Kovalainen (2015, 199) point out that action research is commonly situation and context related, since the aim is to solve a specific problem of the specific population or organization. This applies also to this particular action research, and this aspect should be taken into account when considering the extrapolation of this study's results. I have described and reflected on the context of this action research to support the feasibility of a possible extrapolation of the results. However, it is important to recognize that these results are early phase indicators in a field that, within CE research, is comparatively less explored than management, strategy or organisational structure. Also, there is a significant relationship with specific problems and the context of the target organization. Since I, as researcher, work and have worked for several years in the target organization, my personal perception of the discussions during the actions cannot be fully neutral, even if neutrality would be my true intention. For these reasons there are limitations to the extrapolation of the results.

Reliability and validity are the most common concepts in which evaluation of studies is based. However, the methods used to establish reliability and validity in quantitative research do not apply as such on qualitative research. Validity in qualitative research can be established through several methods, such as (Eriksson & Kovalainen 2015, 292-293.):

- *Analytical induction* can be done when collected data is combined and analysed with an existing theory and knowledge
- *Triangulation* is a process of using multiple perspectives to refine and clarify the findings of a research
- *Member check* is a method in which findings are interpreted with research participants before reaching the final conclusions and results.

Since intrapreneurship from the individuals' perspective seems to be a comparatively rarely explored area, the analytical induction procedure is relatively challenging to execute. However, the finding of peer colleagues' behaviours and peer colleagues' recognition influence on individuals' actions seems to support Gapp's and Fisher's (2007, 330) finding, that team building has a significant influence on the intrapreneurial actions of the team.

According to Aira (2005, 1075), triangulation is an approach in which different methods are used and combined in data collection and other stages of the research. In this action research, the data was collected both qualitatively, through the actions' outcomes and conclusions, and quantitatively, through the CEIA-survey. The mixed data collection approach was chosen due to the multidimensional aspect of the study objectives. In terms of data analysis and triangulation, I have mainly been the only data and results evaluator. Also, there was no deep analysis of the CEIA-survey results, since the decision was to evaluate baseline circumstances for intrapreneurship within the target organization by using the

scoring scale according to Kuratko et.al. (2014, 40-46). However, the main source of data for this action research was the observations made by the researcher during the actions. I have even been the main evaluator of the qualitative data, I have discussed, explained and presented the results in different situations in the target organization and with my master thesis supervisor. These discussions have supported and ensured my main findings and conclusions of the study. Due to the limited number of previous studies, triangulation was not applied at the stage of results analysis.

The member check procedure was done in this action research. When main findings and conclusions were formulated, I firstly presented the results to the participants of this action research. Participants of this action research did not offer or suggest any adjustments of the results I presented for them. Participants were fully aligned with my findings and conclusions. However, participants proposed one additional aspect to be added in the main results. I agreed to include the suggested topic in the main results. Based on the feedback from the action research participants, I became confident of my action research findings and conclusions.

### **6.1.2 Implications of the study for the target organization**

The internal idea incubator was a suggestion made by the operative working group to the target organization's management. The management decided to establish the idea incubator. The benefits obtained from volunteer-based team building and selection of individuals can be further utilized in the idea incubator once its objectives have been set.

The next question for the target organization to search an answer for, from my perspective, is how individuals can be supported to grow towards the colleague profile shown in figure 8, the profile of an intrapreneurship supportive colleague (p. 27), and how this could be implemented in team building. Since this is the main finding of the study, and has a most significant influence on individuals' intrapreneurial actions, I suggest that this topic should deserve significant efforts and focus in the future.

Social recognition can be defined as employee reward and recognition method. There are several social recognition programmes available on the market. The purpose of social recognition programmes is to offer a forum where employees within the organization can share experiences and assign recognitions to each other according to accomplishments and behaviours. Individuals' gained recognitions can be converted into financial format or other organizational benefits, like extra free time. (BasuMallick 2019.) While participants in this action research highlighted the meaning of colleagues' feedback and recognition, the target organization might gain additional benefits by implementing social recognition

programmes and systematically collecting feedback for annual evaluations of the employees.

### **6.1.3 Future research suggestions in intrapreneurship research field**

Entrepreneurial actions and behaviours of individuals in established organizations seems to be a comparatively rarely explored area. Research on entrepreneurship in established organizations seems to be more focused on organizational structures, strategies and management. However, as maintained for example by Burgess (2013, 193-195), teams and individuals from the operational level are expected to contribute by using two separate skills: detection of issues or other problems on the market and sensing of opportunities to solve what has been detected as a problem. This last skill includes also the ability to formulate the sensed opportunity in an actionable manner. Therefore, having an influence at the operational level, on both individuals and teams, could be a value adding approach for organizations.

To gain deeper understanding of the individuals' mindset development, I would suggest data collection via diary reports by action research participants with a comprehensive content analysis. The diary would not only be a feasible data collection method, it could also be used as a tool for mindset development, as Gino (2018, 50) found out in the field of individuals' curiosity improvement. To investigate the influence of the diary as a tool for mindset development, the study subjects could write a diary and the diary could cover topics based on operational level expectations:

- Detecting problems to be solved
- Sensing opportunities for solutions

Gino (2018, 50) discovered that when individuals wrote curiosity diary twice a week for four weeks, the diary increased significantly individuals' curiosity compared to the non-diary group's individuals. I suggest that the setting from Gino (2018, 50) be explored also in the area of intrapreneurship.

Valuable knowledge to investigate the influence of the profile of the intrapreneurship supportive colleague (p. 27) could be gained if team members would be systematically coached to act according to such profile. This could be investigated for example in a setting in which two teams have similar objectives and resources and members from one of the teams would be systematically coached according to said profile, while the other team would remain as a control group. The influence of the coaching could be measured for example as the number of new initiatives and detected problems on the market and possible solutions proposed for these problems.

Additionally, I suggest that the impact of social recognition on individuals' and teams' intrapreneurial behaviour be investigated. A similar setting with two teams is suggested, one of them subject to an intervention and the other used as control group. The results of the present study constitute an encouraging indicator that a systematic social recognition system that has become a living practice would support individuals within a team to act according to intrapreneurial competences.

Overall, this research seems to provide a relatively new knowledge and indicators of what has a positive impact on individuals' intrapreneurial behaviours. However, more information and evidence-based knowledge is needed to strengthen the evidence for such indicators from this action research. Hence, even if the results of this study are relatively practical and implementable for daily business, it might be worth to investigate them more deeply, in order to offer new tools for organizations to develop individuals' and teams' intrapreneurial competences.

The entrepreneurial mindset, both at the organizational and individual level, is recognized as an important factor for companies. Therefore, I am pleased to contribute to this field with the academic and practical value and knowledge that come forth from my Master Theses. Additionally, I have high expectations to see and read in the future more studies on entrepreneurial behaviours in established organizations from the perspective of the individuals and teams.

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# Attachments

## Appendix 1. CEAI-survey

Sisäisen yrittäjyyden toteutumiseen vaikuttavia asioita ovat (1) johdon tuki, (2) työn autonomia, (3) palkitsemis- ja kannustinjärjestelmät, (4) riittävä käytettävissä oleva työaika sekä (5) organisaation sisäiset rajoitteet. Näitä viittä osa-aluetta voidaan mitata organisaatiossa, jotta saadaan tarkempi käsitys mitkä asiat edistävät ja mitkä ehkäiset sisäisen yrittäjyyden ilmenemistä organisaatiossa.

Vastaamalla tähän kyselyyn lisääät käsitystä sisäisen yrittäjyyttä edistävästä ja ehkäisevästä asioista organisaatiossa. Näin ollen jokaisen vastaus on arvokas, ja auttaa organisaation kehittymistavoitteissa.

Kyselyn kysymykset ovat väittämiä asteikolla 1-5 (1=täysin erimieltä, 2=erimieltä, 3=en osaa sanoa, 4=samaa mieltä, 5=täysin erimieltä)

### Osa 1: Management support for corporate entrepreneurship

- 1. My organization is quick to use improved work methods.
- 2. My organization is quick to use improved work methods that are developed by workers.
- 3. In my organization, developing one's own ideas is encouraged for the improvement of the corporation.
- 4. Upper management is aware and very receptive to my ideas and suggestions.
- 5. A promotion usually follows from the development of new and innovative ideas.
- 6. Those employees who come up with innovative ideas on their own often receive management encouragement for their activities.
- 7. The "doers on projects" are allowed to make decisions without going through elaborate justification and approval procedures.
- 8. Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.
  
- 9. Many top managers have been known for their experience with the innovation process.
- 10. Money is often available to get new project ideas off the ground.
- 11. Individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts.
- 12. There are several options within the organization for individuals to get financial support for their innovative projects and ideas.
- 13. People are often encouraged to take calculated risks with ideas around here.
- 14. Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not.
- 15. The term "risk taker" is considered a positive attribute for people in my work area.
- 16. This organization supports many small and experimental projects, realizing that some will undoubtedly fail.
- 17. An employee with a good idea is often given free time to develop that idea.
- 18. There is considerable desire among people in the organization for generating new ideas without regard for crossing departmental or functional boundaries.
- 19. People are encouraged to talk to employees in other departments of this organization about ideas for new projects.

### Osa 2: Work discretion

- 20. I feel that I am my own boss and do not have to double check all of my decisions with someone else.
- 21. Harsh criticism and punishment result from mistakes made on the job.
- 22. This organization provides the chance to be creative and try my own methods of doing the job.
- 23. This organization provides the freedom to use my own judgment.
- 24. This organization provides the chance to do something that makes use of my abilities.
- 25. I have the freedom to decide what I do on my job.
- 26. It is basically my own responsibility to decide how my job gets done.
- 27. I almost always get to decide what I do on my job.
- 28. I have much autonomy on my job and am left on my own to do my own work.
- 29. I seldom have to follow the same work methods or steps for doing my major tasks from day to day.

### Osa 3: Rewards/Reinforcement

- 30. My manager helps me get my work done by removing obstacles and roadblocks.
- 31. The rewards I receive are dependent upon my innovation on the job.
- 32. My supervisor will increase my job responsibilities if I am performing well in my job.
- 33. My supervisor will give me special recognition if my work performance is especially good.
- 34. My manager would tell his/her boss if my work was outstanding.



-- 35. There is a lot of challenge in my job.

**Osa 4: Time availability**

-- 36. During the past three months, my workload kept me from spending time on developing new ideas.

-- 37. I always seem to have plenty of time to get everything done.

-- 38. I have just the right amount of time and workload to do everything well.

-- 39. My job is structured so that I have very little time to think about wider organizational problems.

-- 40. I feel that I am always working with time constraints on my job.

-- 41. My co-workers and I always find time for long-term problem solving.

**Osa 5: Organizational boundaries**

-- 42. In the past three months, I have always followed standard operating procedures or practices to do my major tasks.

-- 43. There are many written rules and procedures that exist for doing my major tasks.

-- 44. On my job I have no doubt of what is expected of me.

-- 45. There is little uncertainty in my job.

-- 46. During the past year, my immediate supervisor discussed my work performance with me frequently.

-- 47. My job description clearly specifies the standards of performance on which my job is evaluated.

-- 48. I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output.

Avoim kysymys:

Haluatko olla mukana kehittämässä yrittäjämäistä toimintaa BIF:ssä? Kirjoita nimesi, ja Reetta on sinuun yhteydessä

## Appendix 1. CEAI-survey scaled results

	täysin eri mieltä	eri mieltä	en osaa sanoa	samaa mieltä	täysin samaa mieltä	Yhteensä
<b>Osa 1: Management support for corporate entrepreneurship</b>						
1. My organization is quick to use improved work methods	2	9	8	11	2	98
2. My organization is quick to use improved work methods that are developed by workers.	1	9	8	10	4	103
3. In my organization, developing one's own ideas is encouraged for the improvement of the corporation.	0	3	7	16	6	121
4. Upper management is aware and very receptive to my ideas and suggestions.	0	4	6	14	8	122
5. A promotion usually follows from the development of new and innovative ideas.	3	6	17	6	0	90
6. Those employees who come up with innovative ideas on their own often receive management encouragement for their activities.	2	0	5	19	6	123
7. The "doers on projects" are allowed to make decisions without going through elaborate justification and approval procedures.	0	7	12	8	5	107
8. Senior managers encourage innovators to bend rules and rigid procedures in order to keep promising ideas on track.	2	12	10	7	1	89
9. Many top managers have been known for their experience with the innovation process.	7	11	10	3	1	76
10. Money is often available to get new project ideas off the ground.	1	1	8	20	2	117
11. Individuals with successful innovative projects receive additional rewards and compensation beyond the standard reward system for their ideas and efforts.	7	10	11	3	1	77
12. There are several options within the organization for individuals to get financial support for their innovative projects and ideas.	1	6	10	15	0	103
13. People are often encouraged to take calculated risks with ideas around here.	2	6	7	14	3	106
14. Individual risk takers are often recognized for their willingness to champion new projects, whether eventually successful or not.	1	7	14	7	3	100
15. The term "risk taker" is considered a positive attribute for people in my work area.	3	9	10	9	1	92
16. This organization supports many small and experimental projects, realizing that some will undoubtedly fail.	1	3	5	20	3	117
17. An employee with a good idea is often given free time to develop that idea.	4	11	12	5	0	82
18. There is considerable desire among people in the organization for generating new ideas without regard for crossing departmental or functional boundaries.	1	9	10	10	1	94
19. People are encouraged to talk to employees in other departments of this organization about ideas for new projects.	2	4	2	19	5	117
<b>Total</b>	<b>40</b>	<b>254</b>	<b>516</b>	<b>864</b>	<b>260</b>	<b>101,8</b>
		<b>Total</b>	<b>&amp; AVG</b>		<b>1934</b>	<b>101,8</b>

	täysin eri mieltä	eri mieltä	en osaa sanoa	samaa mieltä	täysin samaa mieltä	Yhteensä
<b>Osa 2: Work discretion</b>						
20. I feel that I am my own boss and do not have to double check all of my decisions with someone else.	2	5	3	18	5	118
21. Harsh criticism and punishment result from mistakes made on the job.	12	14	5	2	0	135
22. This organization provides the chance to be creative and try my own methods of doing the job.	0	6	1	21	5	124
23. This organization provides the freedom to use my own judgment.	0	5	2	21	5	125
24. This organization provides the chance to do something that makes use of my abilities.	1	3	6	18	5	122
25. I have the freedom to decide what I do on my job.	0	4	5	20	4	123
26. It is basically my own responsibility to decide how my job gets done.	0	1	2	23	7	135
27. I almost always get to decide what I do on my job.	0	10	3	18	2	111
28. I have much autonomy on my job and am left on my own to do my own work.	0	4	2	23	4	126
29. I seldom have to follow the same work methods or steps for doing my major tasks from day to day.	2	13	8	9	1	93
<b>Total</b>	<b>65</b>	<b>158</b>	<b>111</b>	<b>688</b>	<b>190</b>	<b>121,2</b>
		<b>Total</b>	<b>&amp; AVG</b>		<b>1212</b>	<b>121,2</b>

	täysin eri mieltä	eri mieltä	en osaa sanoa	samaa mieltä	täysin samaa mieltä	Yhteensä
<b>Osa 3: Rewards/Reinforcement</b>						
30. My manager helps me get my work done by removing obstacles and roadblocks.	0	5	7	15	6	121
31. The rewards I receive are dependent upon my innovation on the job.	8	12	9	3	1	76
32. My supervisor will increase my job responsibilities if I am performing well in my job.	3	7	9	11	3	103
33. My supervisor will give me special recognition if my work performance is especially good.	2	6	7	15	3	110
34. My manager would tell his/her boss if my work was outstanding.	3	3	9	12	6	114
35. There is a lot of challenge in my job.	1	5	5	18	4	118
<b>Total</b>	<b>17</b>	<b>76</b>	<b>138</b>	<b>296</b>	<b>115</b>	<b>107</b>
		<b>Total</b>	<b>&amp; AVG</b>		<b>642</b>	<b>107</b>

	täysin eri mieltä	eri mieltä	en osaa sanoa	samaa mieltä	täysin samaa mieltä	Yhteensä
<b>Osa 4: Time availability</b>						
36. During the past three months, my work load kept me from spending time on developing new ideas.	4	7	2	11	9	85
37. I always seem to have plenty of time to get everything done.	11	17	3	2	0	62
38. I have just the right amount of time and workload to do everything well.	2	15	3	12	1	94
39. My job is structured so that I have very little time to think about wider organizational problems.	2	7	4	16	4	86
40. I feel that I am always working with time constraints on my job.	0	13	6	11	3	95
41. My co-workers and I always find time for long-term problem solving.	4	13	3	13	0	91
<b>Total</b>	<b>47</b>	<b>198</b>	<b>63</b>	<b>184</b>	<b>21</b>	<b>85,5</b>
		<b>Total</b>	<b>&amp; AVG</b>		<b>513</b>	<b>85,5</b>

	täysin eri mieltä	eri mieltä	en osaa sanoa	samaa mieltä	täysin samaa mieltä	Yhteensä
<b>Osa 5: Organizational boundaries</b>						
42. In the past three months, I have always followed standard operating procedures or practices to do my major tasks.	3	7	6	12	5	91
43. There are many written rules and procedures that exist for doing my major tasks.	1	10	2	15	5	87
44. On my job I have no doubt of what is expected of me.	0	4	3	13	13	65
45. There is little uncertainty in my job.	4	11	2	13	3	100
46. During the past year, my immediate supervisor discussed my work performance with me frequently.	3	4	3	17	6	99
47. My job description clearly specifies the standards of performance on which my job is evaluated.	5	7	6	10	5	97
48. I clearly know what level of work performance is expected from me in terms of amount, quality, and timelines of output.	0	7	2	15	9	74
<b>Total</b>	<b>73</b>	<b>184</b>	<b>69</b>	<b>213</b>	<b>71</b>	<b>87,14</b>
		<b>Total</b>	<b>&amp; AVG</b>		<b>610</b>	<b>87,14</b>