

Exploring Intrapreneurship in researcher development

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Intrapreneurship in researcher development

Terms of Reference

- Illustrate how intrapreneurship relates to needs of
 - Policy
 - Academia
 - Business, industry, not-for-profit sector, public sector
- Explore
 - Intrapreneurial skills for researchers
 - Inter-relationship with the Roberts skills
- Identify key aspects of intrapreneurial culture & approach
- Profile intrapreneurship as an approach to people and organisational development in a research environment
- Formulate next steps and recommendations

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Intrapreneurship

Macrae, N. (1982) Intrapreneurial Now, The Economist, April

‘Those who take hands-on responsibility for creating innovation of any kind within an organisation’

Pinchot, G. (1985) Intrapreneuring: why you don't have to leave the corporation to become an entrepreneur, Harper & Row, New York

‘Intrapreneurship is about taking direct responsibility for innovation and creativity in order to transform a dream or idea into a *‘profitable’* venture within the organisational environment’.

This definition agreed at workshop ‘Enterprise skills for researchers’ (2007) <http://www.vitae.ac.uk/policy-practice>

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Policy

- Increasingly demand –led
 - Roberts, Lambert, Leitch, Sainsbury Reviews
- Government White Paper, Innovation Nation
 - ‘UK must unlock the talent of all its people’
 - ‘Innovation ready’ workforce with ‘stronger and broader skills, more interdisciplinary skills, and stronger strategic business skills’
 - Innovation path from university laboratory to the marketplace is ‘long, complex and uncertain’

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'Total innovation'

NESTA (2007)

- 'Adaptations learned on the job' rather than 'in the lab'
- New organizational structures and business models
- Novel combinations of existing technologies and processes
- Small scale engineering problems, challenges and solutions

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JSS statement (2001)

- Research skills and techniques
- Research environment
- Research management
- Personal effectiveness
- Communication skills
- Team working and networking skills
- Career management

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What do Employers want ? 'Cultural Transition'

- Commercial awareness
- Customer orientation
- Specialist knowledge
- Problem solving
- Flexibility and adaptability
- Self management
- Interpersonal skills
- Team working skills
- Intellectual capability


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Intrapreneurial skills

- Understanding in context
 - Individual strengths in innovation processes
 - Corporate politics & organisational culture
 - Social awareness for meaningful innovation
 - Commercial awareness
- Personal qualities (adaptable, motivated etc)
- Creating ideas and opportunities
- Working with people
- Influencing and managing change

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Developing Intrapreneurial skills

- Workshops
 - Specific skills training
 - 'Opportunity learning'
 - Projects
 - Placements
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Case study: Intrapreneurship at Strathclyde University

- Collaborative Training Account academic leaders
 - strong commitment; determination; leadership; motivation; political awareness; interpersonal & persuasive skills; involving others; communicating with wide ranging stakeholders
 - low tolerance of risk, ambiguity and uncertainty

- Launchpad
 - 'Real' researcher intrapreneurial learning
 - Develop skills & reflection in safe supportive environment
 - Create organisational benefit
 - Create a sustainable institutional framework for 'intrapreneurial' opportunities

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Conclusions & Recommendations

- Intrapreneurial viewpoint of researcher activity adds value for all stakeholders
- Relevant in both academia & business
- Supports employability agenda
- Expression of Government innovation policy
- Benefits from strategic institutional support
- Enriches the university community
- Acquired through practical experience
- Extends & integrates Roberts skills framework

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Workshop

Case studies

