

Lens development

The intrapreneurship lens on the Vitae Researcher Development Framework was developed by Vitae, based on the research conducted through a collaborative project with eight UK higher education institutions (Durham University, University of Edinburgh, University of Manchester, Newcastle University, University of Strathclyde, University of Surrey, University of Warwick and Queen Mary, University of London).

The collaborative project identified 25 key capabilities exhibited by intrapreneurial researchers. These were grouped into five areas and mapped to the Vitae Researcher Development Framework²:

- A. Personal effectiveness and motivation
- B. Creating ideas and opportunities
- C. Working with people
- D. Influencing change
- E. Relating to context

For further information on the development of the intrapreneurial project visit www.vitae.ac.uk/intrapreneurship

Intrapreneurial researcher quotes

“An intrapreneur must have energy, vision and determination, especially when pioneering something new”

Professor John Counsell, University of Strathclyde

“I think that successful academics are the ones who are able to know what is feasible in a context; what kinds of ideas are palatable... to be able to know when it's worth taking a risk...to know which strings to pull in order to bring through an innovation”.

Research Fellow

“The opportunity to bid for, organise and execute a successful research seminar series has been one of the most meaningful and satisfying training experiences I have had as a postgraduate”

Joseph Sterrett, Cardiff University

How to use the intrapreneurship lens

Researchers may wish to use this lens to:

- identify how intrapreneurial skills can contribute to their professional development as a researcher
- identify how the skills and attributes they have developed through research can contribute to, or underpin their development in intrapreneurial activities
- select areas that they need to develop to be more effective in intrapreneurial activities and use this to inform development reviews
- provide evidence of the transferability of their intrapreneurial skills in their CV, in job applications and at interviews.

Researcher developers may wish to use this lens to:

- demonstrate to researchers and other stakeholders how intrapreneurial activities can contribute towards the overall professional development of researchers
- enable researchers to recognise the learning they have acquired through intrapreneurial related activities and highlight the transferability of these abilities
- strategically align intrapreneurial learning and development provision around the lens.

To protect and maintain the integrity of the Vitae Researcher Development Framework (RDF) and the Researcher Development Statement (RDS)³ and to ensure a consistent approach to the development of lenses on the RDF, anyone wishing to create a lens on the RDF should seek permission from Vitae, and must adhere to the RDF conditions of use⁴. Enquiries regarding the development of a lens on the RDF should be directed to rdf@vitae.ac.uk

For further information about the range of Vitae activities go to www.vitae.ac.uk or contact website@vitae.ac.uk

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² Discovering innovation and intrapreneurship in researcher development: development session 2011 www.vitae.ac.uk/intrapreneurship

³ www.vitae.ac.uk/rds

⁴ www.vitae.ac.uk/conditionsofuse



Researcher Development Framework

Intrapreneurship lens on the Vitae Researcher Development Framework

Overview

The Vitae Researcher Development Framework (RDF) underpins a major new approach to developing world-class researchers. The framework has been developed by and for researchers working in higher education as an aid to planning, promoting and enhancing professional and career development. It articulates the knowledge, behaviours and attributes of successful researchers and encourages all researchers to realise their potential.

This is one of a series of lenses on the Vitae Researcher Development Framework.

For further information about the Vitae Researcher Development Framework visit www.vitae.ac.uk/rdf

Supporting materials relating to this lens are available at www.vitae.ac.uk/rdf/lenses

Purpose of a lens

Using the Vitae Researcher Development Framework, the intrapreneurship lens provides an overview of the key knowledge, behaviours and attributes typically developed by researchers that can be acquired through, or used in, intrapreneurial activities.

Context

‘As the global research environment becomes more competitive, acknowledging and understanding the skills, traits and capabilities of researchers who drive and create internal change within universities is becoming more important. These are also important skills for employment in organisations outside higher education’¹. The Vitae Researcher Development Framework demonstrates to researchers and higher education institutions how intrapreneurial potential can be unlocked.

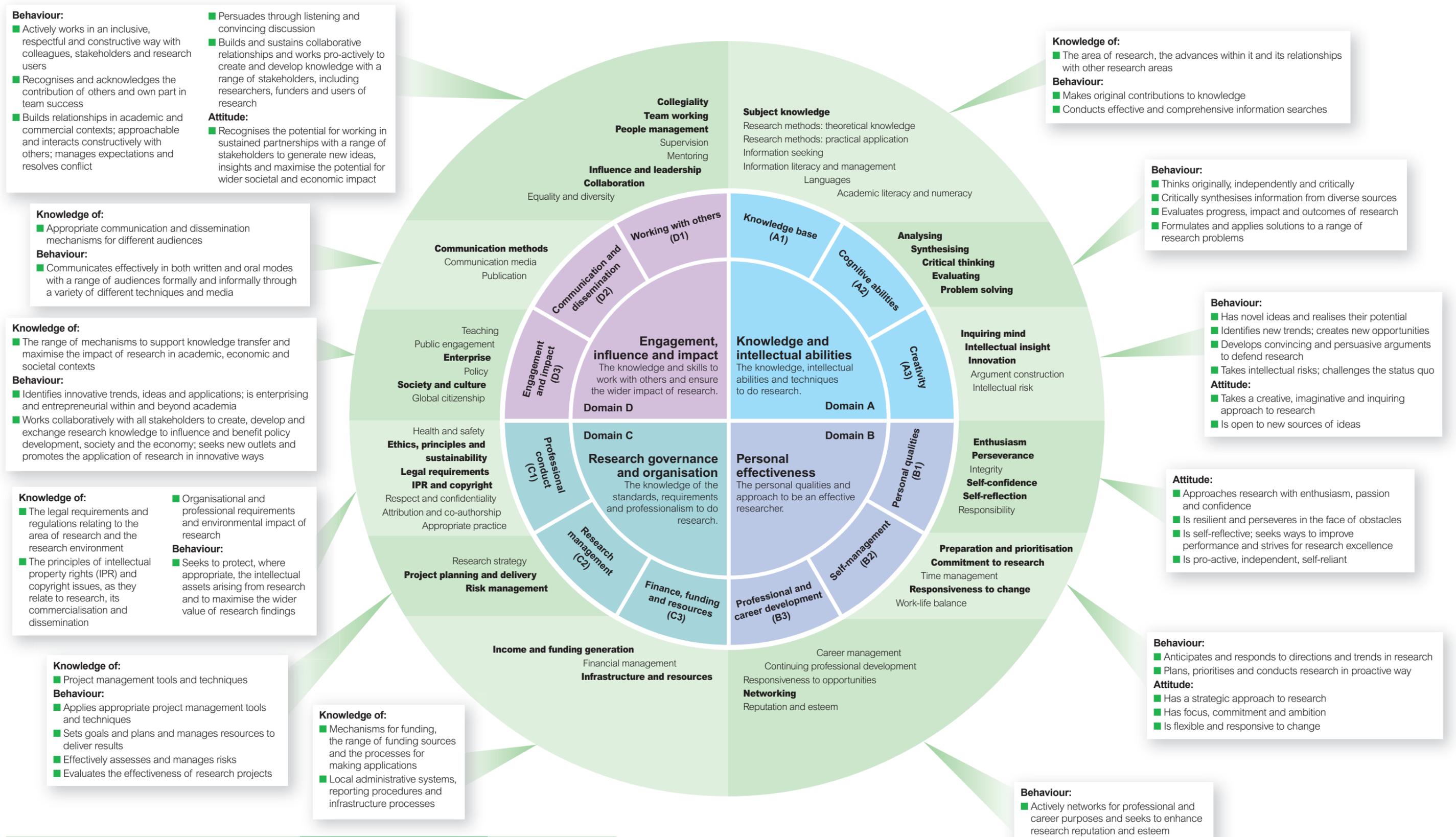
Describing intrapreneurship

Within this lens, intrapreneurship is defined as ‘taking direct responsibility for innovation and creativity in order to transform a dream or idea into a ‘profitable’ venture within the organisational environment. It often occurs against a backdrop of enterprise, which is a broader set of skills and attitudes that can enable a culture of innovation, creativity, risk taking and opportunism, and which enables entrepreneurship, intrapreneurship and knowledge transfer.’¹

“The role of a principal investigator or research group leader, for example, involves the ‘business’ of academia (managing teams, gathering resources and so on) as well as the research itself; successful academics are very intrapreneurial.”¹

¹ ‘Enterprise at work – exploring intrapreneurship in researcher development’ Vitae 2008

Intrapreneurship lens on the Vitae Researcher Development Framework



Bold text in outer circle – key RDF descriptors that relate to intrapreneurship and vice versa.
Boxed text – summary statements from the Vitae Researcher Development Statement that relate to intrapreneurship www.vitae.ac.uk/rds