CONTENTS

SECTION I: BUILDING BLOCKS FOR CORPORATE ENTREPRENEURSHIP

CHAPTER 1 THE NEW ENTREPRENEURIAL IMPERATIVE

Introduction 3
Turbulent Environments and the Embattled Corporation 4
The New Path to Sustainable Competitive Advantage 7
What is Entrepreneurship? 9
What is Corporate Entrepreneurship? 11
Management Versus Entrepreneurship 12
Why Companies Lose their Entrepreneurial Way: The Organizational Life Cycle 15
The Entrepreneurial Imperative: A Persistent Sense of Urgency 19
A Model of Corporate Entrepreneurship and Guide to Coming Chapters 20
Summary and Conclusions 24

CHAPTER 2 THE UNIQUE NATURE OF CORPORATE ENTREPRENEURSHIP

Introduction 26
Dispelling the Myths and Sidestepping the Folklore 27
Entrepreneurial Realities: Understanding the Process 30
How Corporate Entrepreneurship Differs 33
Where to Find Entrepreneurship within a Company 43
General Frameworks for Understanding Corporate Entrepreneurship 46
Summary and Conclusions 52

CHAPTER 3 LEVELS OF ENTREPRENEURSHIP IN ORGANIZATIONS: ENTREPRENEURIAL INTENSITY

Introduction 54
Exploring the Dimensions of Entrepreneurship 54
Entrepreneurial Intensity: Combining Degree and Frequency of Entrepreneurship 69
Applying the Entrepreneurial Grid to Organizations 70
Applying the Grid at the Level of the Individual Manager 72
Things We Know and don't Know about Entrepreneurial Intensity 74
Summary and Conclusions 78

CHAPTER 4 THE FORMS OF CORPORATE ENTREPRENEURSHIP

Introduction 80
Corporate Venturing: Bringing New Businesses to the Corporation 81
Strategic Entrepreneurship: Innovating in Pursuit of Competitive Advantage 88
CONTENTS

The Business Model as a Vehicle for Corporate Entrepreneurship 93
The Open Innovation Revolution 97
Summary and Conclusions 100

CHAPTER 5  ENTREPRENEURSHIP IN OTHER CONTEXTS:
NON-PROFIT AND GOVERNMENT ORGANIZATIONS 102
Introduction 102
Applying Entrepreneurial Concepts to the Non-Profit and Public Sectors 103
Exploring Entrepreneurship in Non-Profit Organizations 106
Exploring Entrepreneurship in Government Organizations 112
How Public Sector Managers View Entrepreneurship 122
Toward Entrepreneurial Government 127
Summary and Conclusions 132

SECTION II: CREATING THE ENTREPRENEURIAL ORGANIZATION 135

CHAPTER 6  HUMAN RESOURCES AND THE ENTREPRENEURIAL ORGANIZATION:
The Creative Individual 137
Introduction 137
The Creative Individual in a Company 137
The Creative Process 139
The Creative Blocks 142
Creativity Techniques and Creative Quality 144
The Entrepreneurial Personality 145
Motivating Entrepreneurial Behavior 148
Are Corporate Entrepreneurs Different? 149
Categories of Entrepreneurs 151
Critical Roles in Corporate Entrepreneurship 155
Myths about Corporate Entrepreneurs 157
A Final Thought: Are You a Corporate Entrepreneur? 159
Summary and Conclusions 162

CHAPTER 7  HUMAN RESOURCES AND THE ENTREPRENEURIAL ORGANIZATION:
The Organizational Perspective 164
Introduction 164
Understanding the HRM Function 165
Creating the Work Environment 167
HRM and the Paradox of Creative Abrasion 168
HRM Policies and Entrepreneurship 169
Some Evidence to Support the Relationships 173
Motivation and the Critical Role of Reward Systems 175
CONTENTS

Subordinates' View of the Entrepreneurial Manager 180
The Need for a Champions Program 181
Summary and Conclusions 184

CHAPTER 8 CORPORATE STRATEGY AND ENTREPRENEURSHIP 188
Introduction 188
The Changing Landscape 188
Does the Dominant Logic Fit the Competitive Landscape? 191
The Role of Strategic Management and Corporate Strategy 192
Integrating Entrepreneurship with Strategy 194
Managing Innovation Strategically: A Portfolio Approach 198
Technology, Entrepreneurship, and Strategy 203
Technology Limits and Platforms 204
Technology-Push Versus Market-Pull Approaches 206
Key Strategic Concepts: Entrepreneurship as the Driver 208
Entrepreneurial Strategy: Some Contributing Factors 211
Implementation Issues: Fatal Visions 216
Summary and Conclusions 220

CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP 222
Introduction 222
The Components of Structure 222
How Structures Evolve 224
Types of Structures: Links to an Entrepreneurial Strategy 226
An Entrepreneurial Structure and the Concept of Cycling 233
Structures to Support New Product/Service Development Projects 238
Entrepreneurial Projects: Structures within Structures 241
Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives 243
Summary and Conclusions 248

CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250
Introduction 250
The Nature of Culture in Organizations 250
The Pieces and Parts of Culture 251
Core Ideology and the Envisioned Future 254
Generic Culture Types 255
Elements of an Entrepreneurial Culture 258
Entrepreneurial Leadership Through Culture: The Cintas Corporation 262
Exploring a Key Value: Individualism 263
A Different View of Failure 265
Cultures within Cultures 269
Summary and Conclusions 272
Section III: Achieving and Sustaining Entrepreneurial Performance

Chapter 11 Constraints on Entrepreneurial Performance
Introduction
A Framework for Understanding the Obstacles
Coming Up Short: Limitations of the Corporate Entrepreneur
Corporate Innovators or Rogue Managers: An Ethical Dilemma
Overcoming the Obstacles and Constraints
Focusing on the Right Obstacles at the Right Time
Summary and Conclusions

Chapter 12 Leading the Entrepreneurial Organization
Introduction
Top-Level Managers in the Entrepreneurial Organization
Middle-Level Managers: Linchpins in the Entrepreneurial Organization
First-Level Managers and Non-Managerial Personnel: Entrepreneurship at the Grassroots Level
Entrepreneurial Outcomes
Summary and Conclusions

Chapter 13 Assessing Entrepreneurial Performance
Introduction
Assessing Entrepreneurial Activity in Companies
A Systematic Approach: The Entrepreneurial Health Audit
Assessing Individual Entrepreneurial Projects
Discovery-Driven Planning
Developing a Comprehensive Corporate Venture Plan
Sustainable Entrepreneurship: A Dual Focus
Summary and Conclusions

Chapter 14 Control and Entrepreneurial Activity
Introduction
The Nature of Control in Organizations
Organizations Out of Control: A Story of Unintended Consequences
Dimensions of Control and Entrepreneurship
The Entrepreneurial Philosophy of Control
Concept of Balance: Simultaneous Looseness and Tightness
Expanding on the Concept of Slack
Internal Venture Capital Pools
Control and Costs: The Open Book Revolution
The Concept of Profit Pools
Summary and Conclusions
CHAPTER 15  SUSTAINING ENTREPRENEURIAL PERFORMANCE IN THE TWENTY-FIRST CENTURY ORGANIZATION  388

Introduction 388
Developing a Personal Approach to the Entrepreneurial Process 389
The Importance of Sponsors 393
The Dark Side of Entrepreneurship 395
Recognizing and Managing the Triggering Events 398
Creating a Sense Of Urgency 401
The Adaptive Organization 404
The New Strategic Imperatives: Embracing Paradoxes 408
The Entrepreneurial Mindset 412
The Entrepreneurial Firm: A Dynamic Incubator 414
Summary and Conclusions 419

INDEX  423