

<p><b>Name of programme:</b> <i>Corporate Entrepreneurship Framework Training for Managers</i></p>
<p><b>Name of the Module:</b> <i>Cultivating Intrapreneurship</i></p>
<p><b>Module Description</b></p> <p>The entrepreneurial spirit has been recognized as an effective asset for helping employees succeed inside organizations. Intrapreneurs (entrepreneurs within existing organizations) are seen as viable answer to contemporary economic challenges, where established organizations increasingly fail with traditional innovation approaches. On top, they improve employee experience, satisfaction and efficiency. In a context in which constant renewal is key, employees who think outside of the box and bring passion to the table are crucial for businesses. Therefore, if you want your company to be on the cutting edge, you need intrapreneurs. However, often companies put employees into restricted boxes and limit the potential of their talent. The module "Cultivating Intrapreneurship" tackles this problem by helping managers and leaders create a new culture which nurtures and supports innovative thinkers with just a few adjustments. Corporate Entrepreneurship sets out to establish this culture on an institutional level.</p> <p>This module is directed to managers, potential future managers who want to learn the different competences necessary to lead an intrapreneur or even experienced employees with leadership competences. Specifically, they will learn what soft skills and processes characterize intrapreneurs and how to foster them. Additionally, the main competencies for creating a corporate entrepreneurship environment will be explained and developed. Finally, managers will be taught how to identify and coach the talent in their organization.</p>
<p><b>Expected learning outcomes:</b></p> <p>After the completion of this module, the training participants will:</p> <ul style="list-style-type: none"> <li>- Know and understand the basic rules of creating an intrapreneurial organisational culture</li> <li>- Motivate employees and foster their own initiatives/new ideas</li> <li>- Establish a positive atmosphere within the team</li> <li>- Be able to design a talent assessment and management plan to close the gap between the talent in place and the talent required to drive business success.</li> <li>- Be able to create valuable and positive change in their employees with the end goal of developing them into leaders</li> <li>- Establish an innovative culture that permeates the organisation at all levels</li> </ul>

I03 - Corporate Entrepreneurship Training Programme

This module contributes to the following SCOPE competences:

- CMMM1 Soft Skills
- CMMM2 Identifying & coaching intrapreneurship
- CMMM4 Introducing to the entrepreneurial mindset

This module contributes to the following EntreComp-Framework competences:

- Vision (1.3)
- Valuing ideas (1.4)
- Self-awareness and self-efficacy (2.1)
- Motivation and perseverance (2.2)
- Ethical and sustainable thinking (1.5)
- Mobilizing resources (2.3)
- Mobilizing others (2.5)
- Planning and management (3.2)
- Working with others (3.4)

**Contents:**

Face-to-face contents:

Session	Duration	Content
Introduction	1h	Warm up and presentation/discussion of e-learning
Learning the basic skills for intrapreneurship – Pt. 1 <b>Soft Skills</b> (Theoretical input, group discussions and practical exercises)	1h	-What does it mean to be flexible inside organizations? -How to apply internal and external policies and practices to enhance <b>Flexibility</b> -Benefits from an empathic team -Good Practice Examples of <b>Empathy</b> - Basic rules of <b>Openness</b> and its characteristics -Good practices to boost <b>Resilience</b> <i>Exercises: openness to change for managers - "The Ups and Downs of Change", "Can Do Company"</i>

I03 - Corporate Entrepreneurship Training Programme

<p>How to boost intra-preneurship in your team? (Theoretical input, group discussions and practical exercises)</p>	<p>1,5h</p>	<p><b>-Teamwork</b> that leads to innovation</p> <ul style="list-style-type: none"> <li>• What is teamwork, and how can it be measured?</li> <li>• Why and how is teamwork related to the success of innovative projects?</li> <li>• Teamwork Quality (TWQ) <i>Communication, coordination, balance of member contributions, mutual support, effort, and cohesion</i></li> </ul> <p><b>-Innovation</b></p> <ul style="list-style-type: none"> <li>• Developing innovation in companies</li> </ul> <p><b>-Lean Approach</b></p> <ul style="list-style-type: none"> <li>• Definition/Process/Principles</li> </ul> <p>-Types of <b>Conflict</b> and How to Address Them:</p> <ul style="list-style-type: none"> <li>• Task conflicts</li> <li>• Relationship conflicts</li> <li>• Value conflicts</li> </ul> <p><i>Exercise: Conflict style shuffle</i></p>
<p>What type of manager gets the best intrapreneurs? (Theoretical input, group discussions and practical exercises)</p>	<p>0.75 h</p>	<p>-Types of <b>Leadership</b>:</p> <ul style="list-style-type: none"> <li>• Focus on transformational</li> </ul> <p><i>Exercise: Skill-building for transformational leaders / role-play</i></p> <p>- Leadership in action: <i>How do we define a sandbox so that we clearly tell our employees what we want to see inside this intrapreneurship vision, and also what we're not interested in?</i></p> <p>- Good practices: Employee <b>Motivation</b> through intrapreneurship</p>

I03 - Corporate Entrepreneurship Training Programme

<p>Identifying and coaching intrapreneurs (Theoretical input, group discussions and practical exercises)</p>	<p>1,5h</p>	<p>i. Spot the talent</p> <p><b>-Talent management</b> and talent requirements as success criteria of a business</p> <p><i>Exercise: Design a talent assessment and management plan</i></p> <p>ii. Coach the talent</p> <p><b>-Coaching</b> theories and principals related to intrapreneurship (e.g. intrapreneurial sponsorship)</p> <p>-Specific methods for coaching employees in the workplace and supporting them during the coaching process.</p> <p>-The term organizational culture and why it is important.</p> <p>-Diversity management</p> <p><i>Exercise: Learning from failure: Celebration of mistakes</i></p> <p><b>-Sponsorship &amp; Corporate Entrepreneurship</b></p> <ul style="list-style-type: none"> <li>• Relation between sponsorship &amp; corporate entrepreneurship</li> <li>• Why an intrapreneurship will need a sponsor?</li> </ul> <p><i>Roundtable: How do you boost the creation of intrapreneurs at your company?</i></p>
<p>Wrapping up</p>	<p>0,25h</p>	<p>Q&amp;A and conclusions</p>

I03 - Corporate Entrepreneurship Training Programme

**Literature and relevant web sources**

**\*To be completed when the contents are fully developed**

Hoegl, M., & Gemuenden, H. (2001). Teamwork Quality and the Success of Innovative Projects: A Theoretical Concept and Empirical Evidence. *Organization Science*, 12(4), 435-449. Retrieved from <http://www.jstor.org/stable/3085981>

Buekens, W. (2014). Fostering intrapreneurship: The challenge for a new game leadership. *Procedia Economics and Finance*, 16, 580-586.

Bateman, Thomas S; Snell, Scott A (2012) Management: Leading & Collaborating in a Competitive World, McGraw-Hill

Birol, Andrew J (2001) Focus. Accomplish. Grow. The Business Owner's Guide to Growth, PACER Associates, Inc.

Chamorro-Premuzic, Tomas (2012) How Bad Leadership Spurs Entrepreneurship, HBR Blog Network

Drucker, Peter F (2010), The Practice of Management, Harper Business

Krames, Jeffrey (2005) Jack Welch and The 4 E's of Leadership; How To Put GE's Leadership Formula to Work in Your Organization,

McGraw-Hill Trade

Hisrich, Robt; Peters, Michael; Shepherd, Dean (2005) Corporate Versus Intrapreneurial Culture, New York: McGraw-Hill Irwin

Morris, Michael; Kuratko, Donald and Covin, Jeffrey (2010) Corporate Entrepreneurship & Innovation, Business & Economics

Nies, Thomas (2005) Create an Intrapreneurial Culture, The mindful network

Pinchot, Gifford (1985) Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur, Harper & Row

Rainone, Mike (2013) How to Build an Intrapreneurial Organization.. Product Design and Development. Accessed

Ward, Brian (2009) Lead People...Manage Things: Master The Five Key Facets of High Performance, lulu.com

**Evaluation criteria:**

- Classroom Participation (60%)
- In-Class Case Work (40%)

Min. 80% attendance

I03 - Corporate Entrepreneurship Training Programme

***\*This is our proposal, but it can be adapted to meet some general/common criteria for all modules***

***Trainers:***

*Please fill in the trainer(s) of this module with full name, job title and a short professional profile (2-3 sentences).*

***\*To be completed by each partner***

Suggestions for pre- and post- gap analysis questions (3-5)

POST:

- What ways will you boost intrapreneurship from now on?
- What type of leadership will you most likely put into action in your organisation/department?
- How would you set up a talent assessment process in your organisation?
- Which techniques have you learned that could be used for promoting innovation in your organisation/department?
- Do you think that this training has provided you with useful tools to spot a corporate entrepreneur among your employees?