

A top-down view of a white desk. In the top left corner is a small potted plant with green, succulent-like leaves. In the bottom right, a person's hands are clasped together, resting on the desk. A silver watch with a metal link band is visible on the left wrist. A laptop is partially visible on the right side of the desk, showing its keyboard and trackpad. A large, semi-transparent blue circle is centered on the image, containing white text.

INTRAPRENEURSHIP

COMPLETE TOOLKIT FOR
LEADERS AND INTRAPRENEURS

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What is this guide for?

If you're reading this, you already made the first step towards an intrapreneurship program that can support your innovation initiatives.

This guide is designed to help you identify the methods and tools you can implement to encourage and enable intrapreneurship.

Whether you are an intrapreneur or a leader looking to encourage intrapreneurship, this guide provides actionable and easy-to-use tools and templates for your intrapreneurship program.

Together, these can form the basis for your intrapreneurship program and related materials. You can find more useful information behind the **links** and in the **presentation slide notes**.



How to use it?

This presentation will walk you through the key parts, but for a more structured and detailed take on the topic, please read our article on **What is intrapreneurship and how can it support corporate innovation?**

You can use the content any way you want, as long as you credit all materials and concepts to the those who created them. So, feel free to **share this Toolkit with your co-workers**, or anyone else you'd like to engage in the process.

PLEASE NOTE: This Guide is a starting point. Getting results will always take time and effort, so trust the process, be patient, put in the work, and the results will come.



Intrapreneurship

Intrapreneurship is defined as **entrepreneurship inside of an existing company**. It refers to the new businesses or ventures created within a large or established organization.

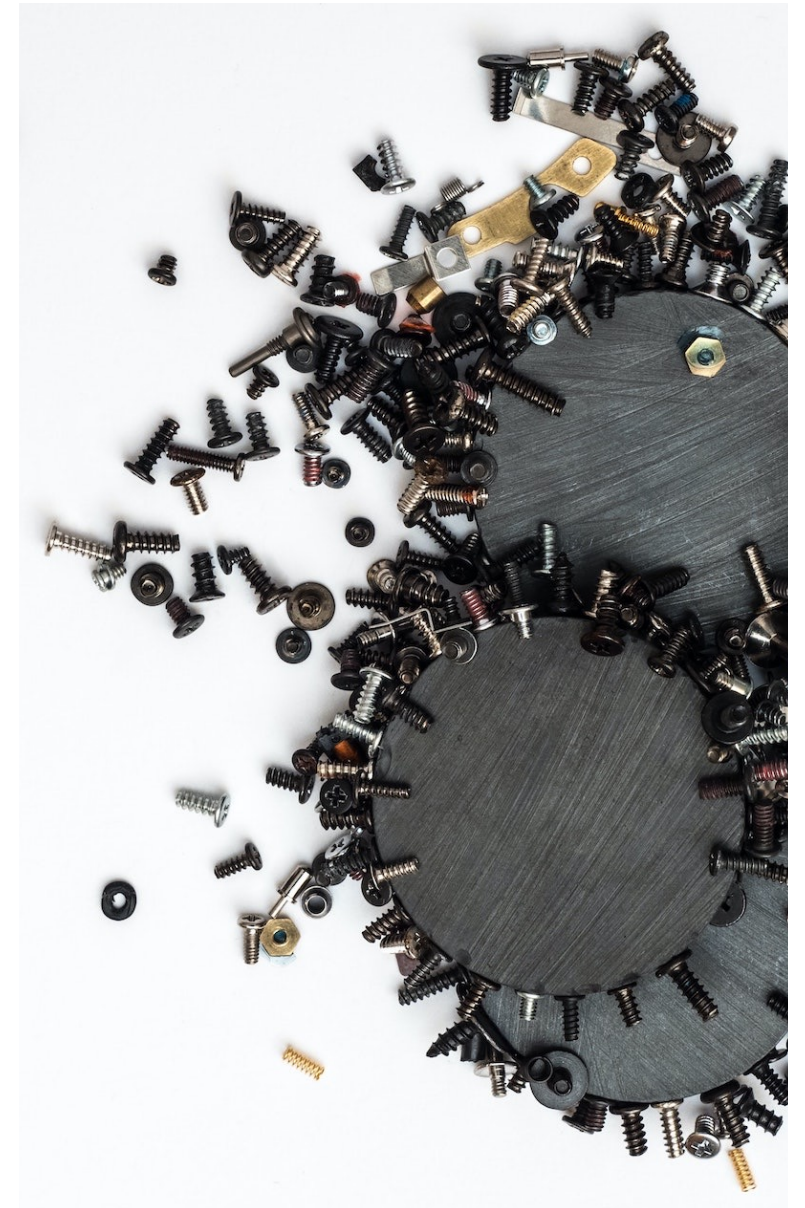


Senior management plays an important role in inspiring and enabling entrepreneurial thinking and intrapreneurship.

On the other hand, intrapreneurs need support from leaders, but also the right tools and methods.

So, we divided the resources of this guide into actionable tips and tools for leaders and for intrapreneurs:

- **TOP – DOWN:** what executives and higher management can do to inspire intrapreneurs
- **BOTTOM – UP:** what intrapreneurs can do to be successful in their roles.



TOP-DOWN CHANGES

If you are in a leadership or decision-making position, **cultural transformation, change management, empowering employees and removing obstacles** are key.

To support intrapreneurship, you first have to create the setting and processes that enable these change and encourage the generation and development of new ideas.

Leaders have the power to oversee the innovation process and support intrapreneurs by identifying and removing potential bottlenecks.

So, in this section we'll introduce some of tips and tools that can support leadership in encouraging intrapreneurship.

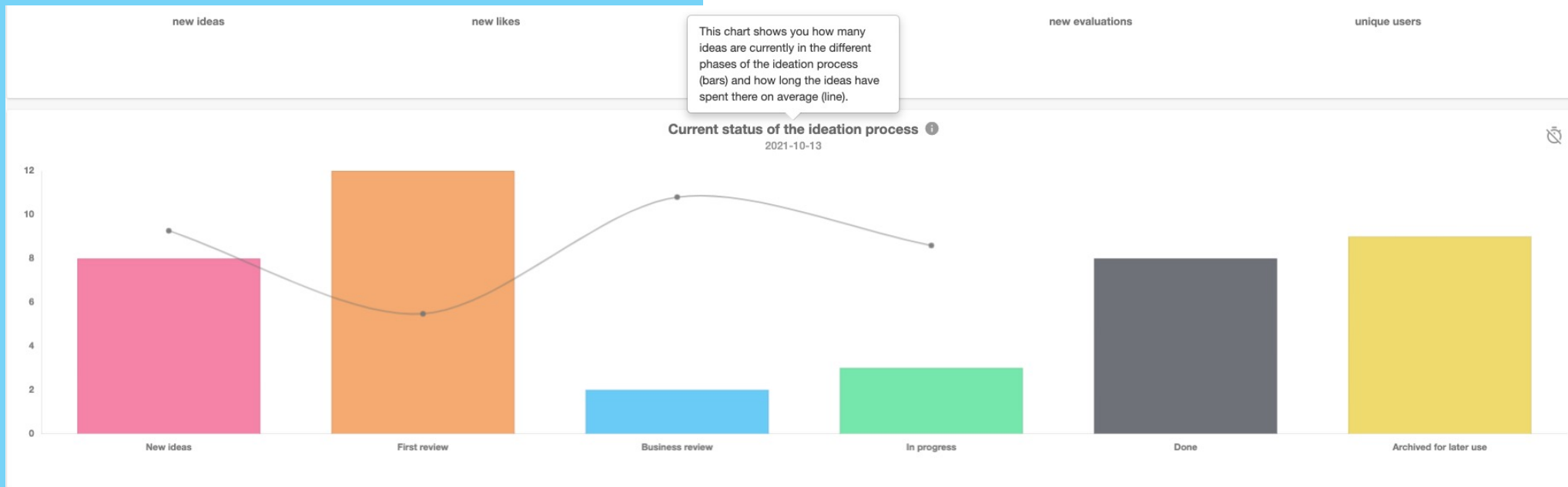
Measuring Your Processes

Without solid data on your innovation and ideation processes, it's difficult to know where ideas get stuck, what works – and what doesn't.

A well-structured innovation management process can guide employees through the whole ideation life cycle and also provide you with valuable data for analyzing it.

An **innovation management software** like [Viima](#) can help automate the data collection and visualization, as well as manage the process.

For example, this chart from an example board showcases the current status of the ideation process, and allows you see data on aspects such as the cycle times in each phase and the development of your portfolio value. That data is crucial for **making better decisions, removing bottlenecks, and moving faster.**





Get to Yes

An efficient method of removing the roadblocks is the “**Get to Yes**” tool developed by Steve Blank.

This program can help top managers remove roadblocks and implement change in just a few weeks.

How does it work in practice?

1. When the innovation team needs a new policy or procedure that is non standard or conflicting with existing ones, they submit a **Get to Yes request for action form**.
2. The department receiving it has one week to gather information, evaluate risks costs and impact of the proposition and move forward with an **approval form**.
3. **The goals is to get a Yes.** A No would require detailed explanation. The appeals go straight to the Innovation officer.

Get to Yes Request Action Form

Project Name
Your Name
Project Completion Date

REQUEST

- What is the existing policy, process, procedures, metrics, incentives you want to create a parallel one for innovation?

RATIONALE

- Why should this (procedure, policy, etc.) it be different for innovation?
- What impact will this have on your program if you can't change it? Why?

POLICY, PROCEDURE, METRIC, etc.

- Propose the (procedure, policy et al) you would like to see in place
 - a. Ensure that what you propose is generic enough so that other innovation group that follow you can use it.
- Are there any limits or bounds to this request (#of times a year, maximum customers contacted, maximum money spent, etc.)

IMPACT

- What impact will this procedure, policy et al have on
 - Other policies and procedures?
 - Other organizations?

RISKS

- What are the risks for our core business(es) if we create this innovation policy?
 - a. Quantify the downsides in money, margin, etc.
 - b. How will you navigate those risks?

Approval Form

DEPARTMENT EVALUATION

- Direct cost of this new policy, procedure
- Indirect cost of this policy, procedure
- Conflicts and risks to our core business(es)

DEPARTMENT RECOMMENDATION

- ✓ Approved (provide ratioanle)
- Suggest modifications (provide rationale)
- X Denied –provide rationale)



Innovation Culture

Cultural change starts from the top, with leaders committed to take actions required for intrapreneurs to thrive.

If you want to find out more about creating an innovative culture, we've compiled a [complete toolkit](#).

The Innovation Culture Toolkit Contains:

- **15 slide templates** for the idea challenge process
- **5 slides** of email templates to help in communication throughout the challenge
- An editable copy of the **Idea Challenge Canvas** for designing and keeping track of your challenge

Read more: [The Ultimate Guide to Innovation Culture](#)



Idea Challenges

Identify entrepreneurial thinking in the organization and create a process that encourages everyone to get involved.

Idea challenges (and even hackathons) are great tools to help you generate more ideas, but even more, they can help you identify intrapreneurs who have great ideas and the drive to make them happen.

We have compiled [a complete toolkit to idea challenges](#), and it contains:

- **15 slide templates** for the idea challenge process
- **5 slides** of email templates to help in communication throughout the challenge
- An editable copy of the **Idea Challenge Canvas** for designing and keeping track of your challenge



Read more: [The Complete Guide for Idea Challenges](#)



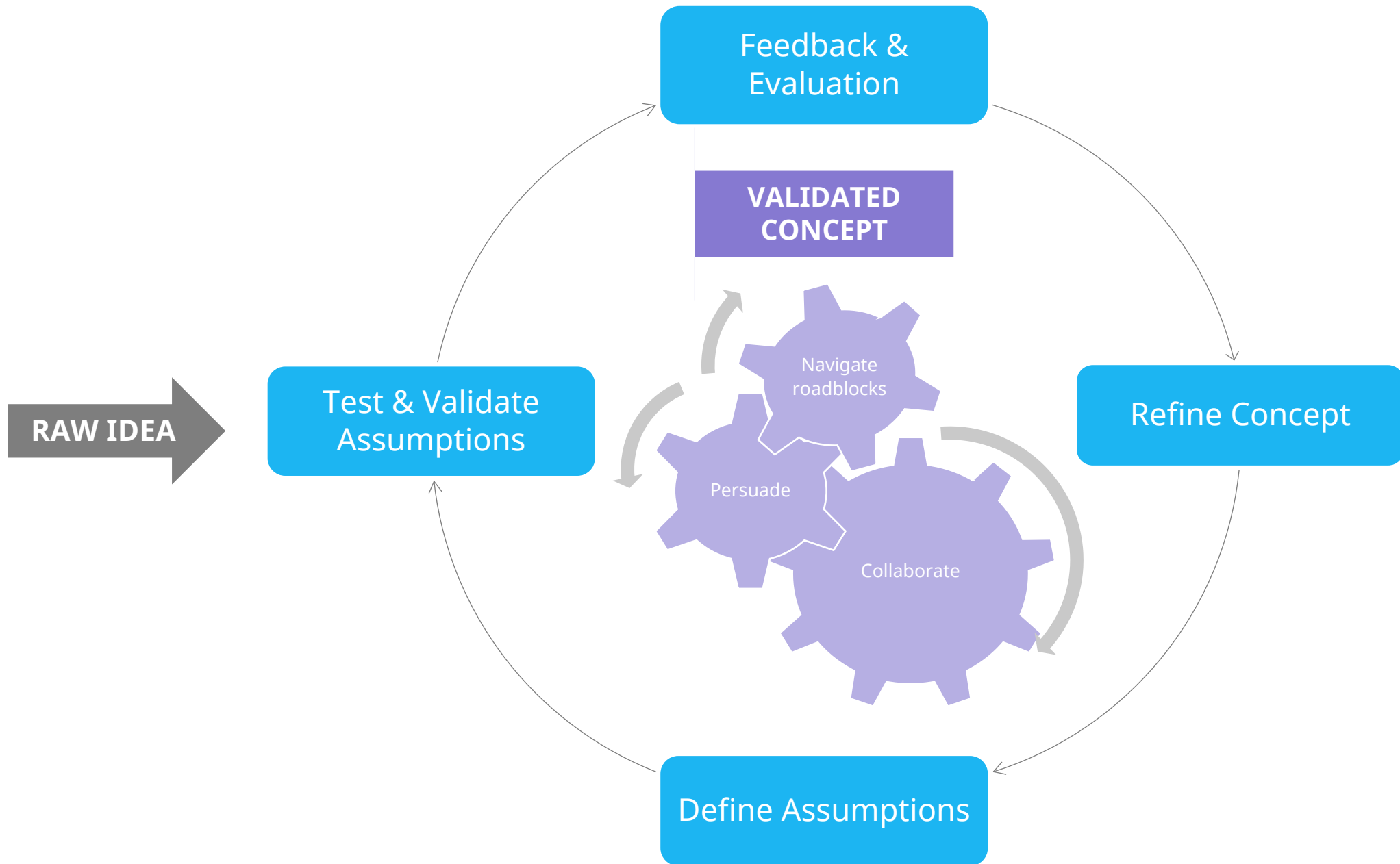


BOTTOM-UP SOLUTIONS

Intrapreneurs don't necessarily set up on becoming intrapreneurs. If they are given the chance, they find themselves committed to take risks and work, on top of their normal duties, on new ideas that could succeed or not.

If you are in the position of an intrapreneur, you know how much energy and effort it requires to develop your idea, pitch it and convince management to act.

In this next section we've selected some of the tools useful for the extended process of idea development and we provide some tips for successful collaboration and communication in making progress with your ideas.



Navigate roadblocks, Collaborate & Persuade

We summarised below four actionable tips from renown psychologists like **Adam Grant** and FBI negotiator **Chris Voss** recommend. These can help you improve communication and persuasion.

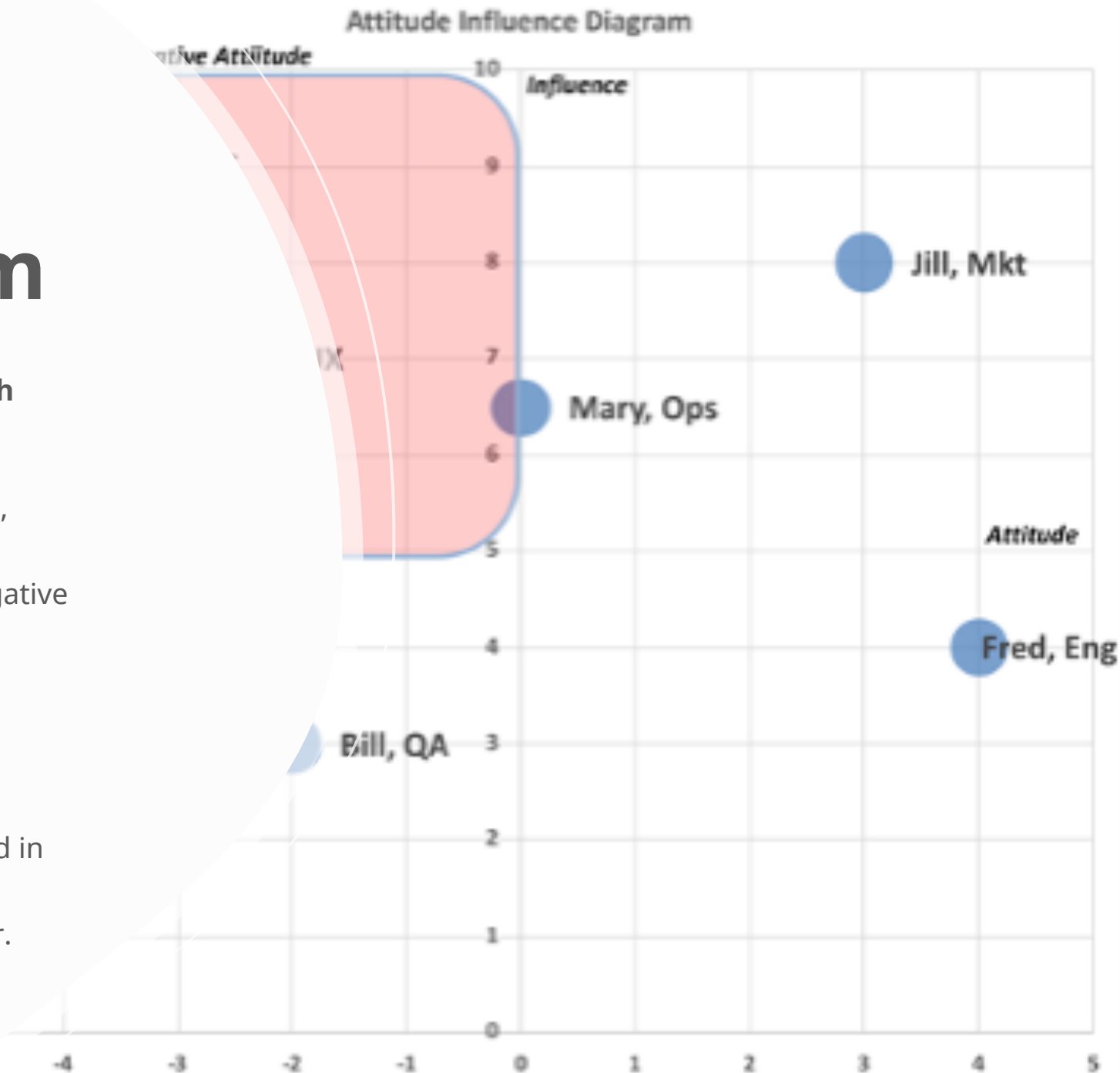
1. **Ask better questions:** instead of asking “Why” they believe something, ask “How” they framed that belief
2. Instead of trying to preach your belief or to convince someone they are wrong, practice the art of **persuasive listening instead of being a “logic bully”**. This means to emphasise finding common ground in a conversation, listening reflectively and encouraging others to reflect on their own doubts.
3. **Acknowledge and present complexity** instead of approaching two positions. Most certainly there is a whole range of views you can expand on that can make others pay attention. Showing that you’ve considered the other side’s arguments too can open people up to be more responsive
4. **Build trust** so you can gather information. This can also help you **build empathy and label it**. Uncover the underlying motivation behind the behaviour and address those emotions that lay beneath the surface.



The Attitude Influence Diagram

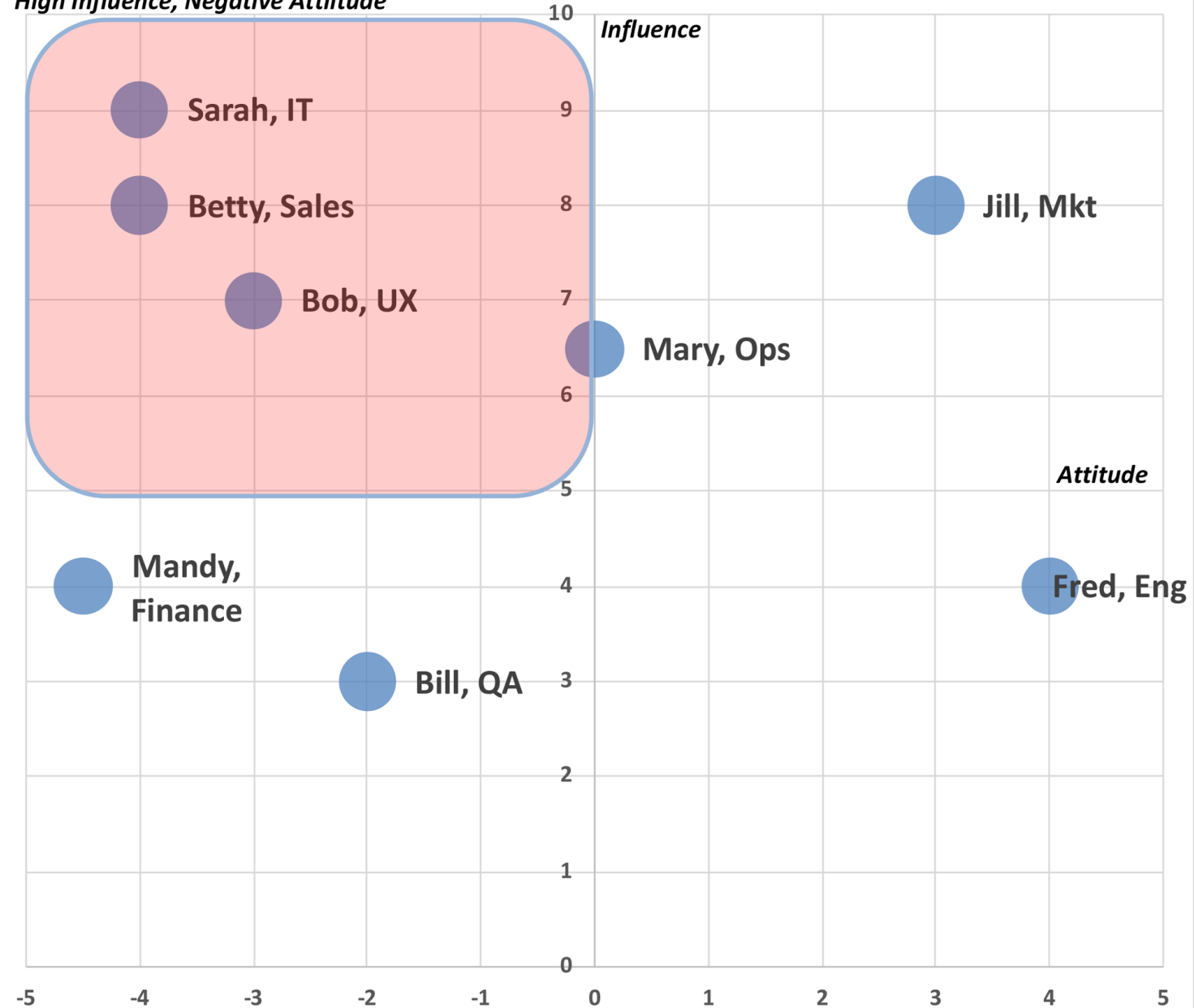
A tool created by John Carter to help you approach change management systematically.

1. **Map everyone who wields influence** within the organization and assess how big their influence is, their attitude towards the change
2. For each person that is of high influence and negative attitude, **find a way to get them on your side**
3. **Understand why they resist the change:**
 - Are they afraid of losing power or authority?
 - Do they not understand the new change?
 - Or is there something that you've overlooked in your plans, that is an actual issue?
 - Address their concerns, one way or the other.



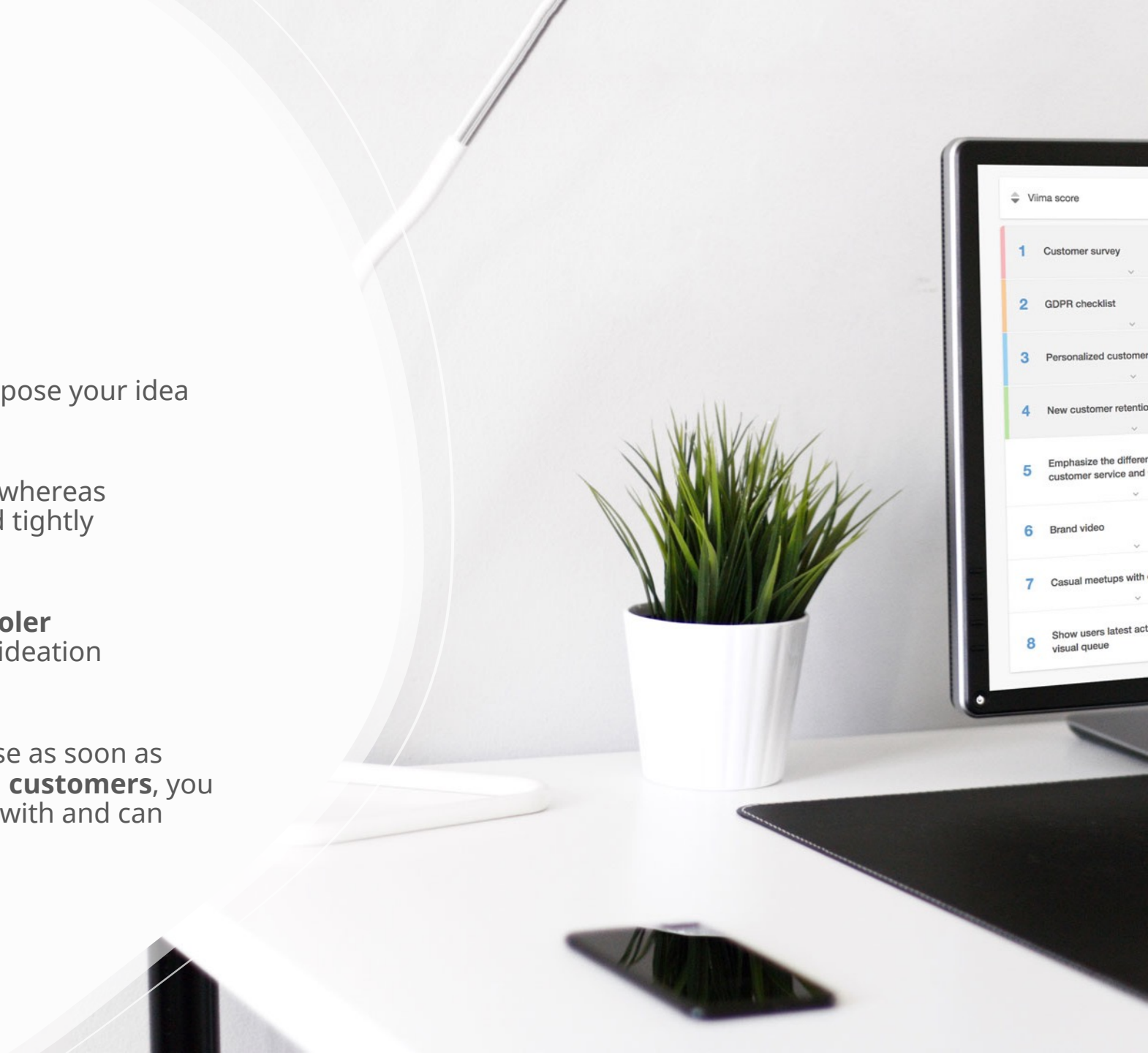
Attitude Influence Diagram

High Influence, Negative Attitude



Feedback & Evaluation

- Use tools that help you effortlessly expose your idea to others
- Feedback is the more free-form side, whereas evaluation is the more systematic and tightly controlled version.
- The traditional methods like **watercooler conversations** with your colleagues, ideation **workshops**, all have their place.
- It's best to move into the testing phase as soon as possible. By **testing prototypes with customers**, you will have more accurate data to work with and can make more educated adjustments.



Refinement of idea

- Use tools like the **Business Model Canvas**, **Lean Canvas**, or the **Blue Ocean Strategy Canvas**, are very useful frameworks fledging out new product or business ideas into a more holistic concept.
- For other kinds of ideas, simple methods like **Opposite Thinking**, the **Five Whys**, and **User Stories** can really help you here. You can also use these methods, along with frameworks like the **Strategy Choice Cascade**, to try to clarify the assumptions you're making in your idea.



Lean Canvas

- The Lean Canvas created by Ash Maurya is a 1-page business plan adapted from the Business Model Canvas.
- It helps you **deconstruct ideas into assumptions** and replaces elaborate business plans with a single page.
- You can use it to **pitch management** or **update the team** on your idea and easily document and communicate the progress.



LEAN CANVAS

Title.....

Created by.....

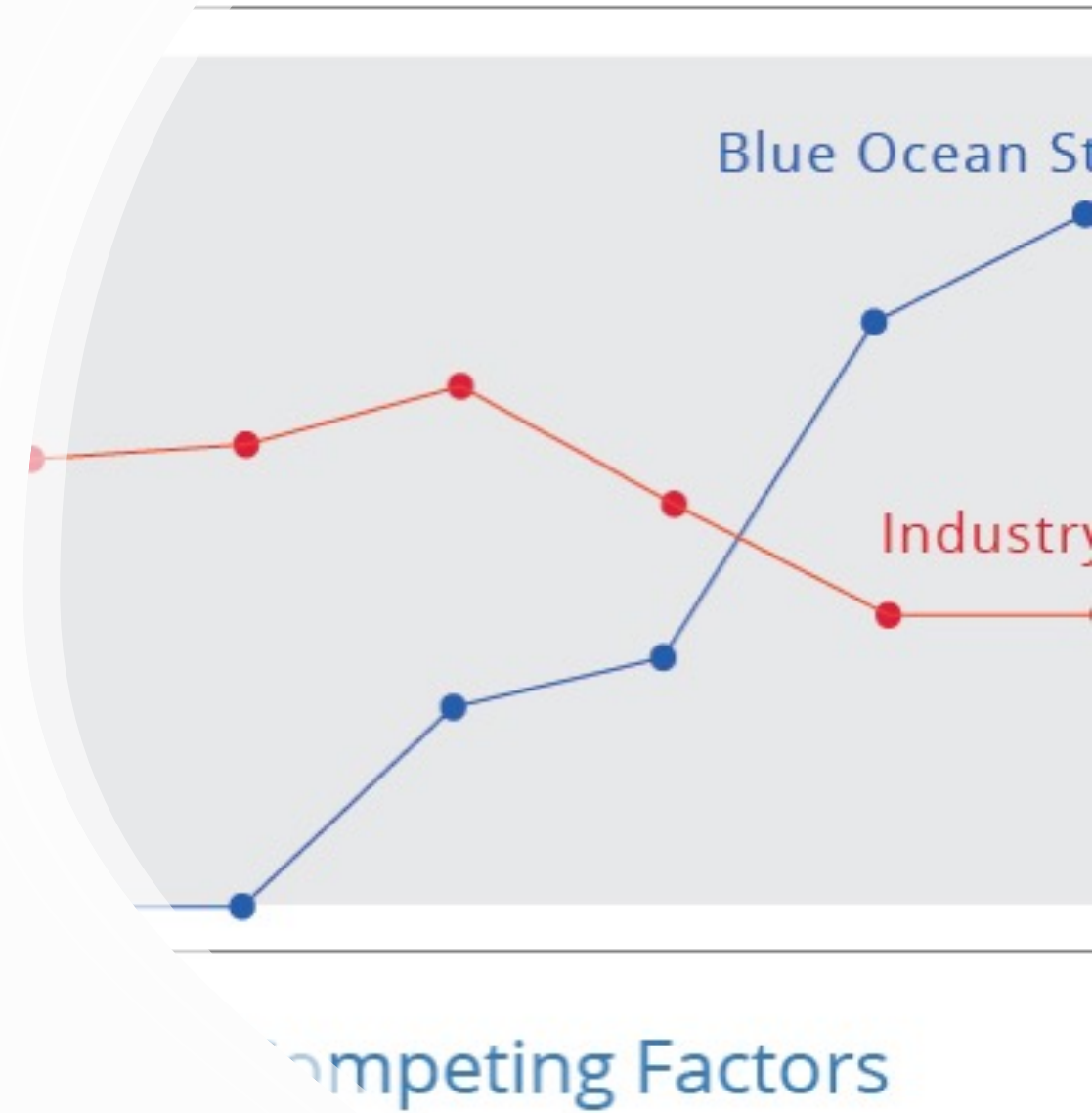
Date.....

<div>PROBLEM</div> <div>EXISTING ALTERNATIVES</div>	<div>SOLUTION</div> <div>KEY METRICS</div>	<div>UNIQUE VALUE PROPOSITION</div> <div>HIGH LEVEL CONCEPT</div>	<div>UNFAIR ADVANTAGE</div> <div>CHANNELS</div>	<div>CUSTOMER SEGMENTS</div> <div>EARLY ADOPTERS</div>
<div>COST STRUCTURE</div>		<div>REVENUE STREAMS</div>		

Blue Ocean Strategy Canvas

- The **Blue Ocean Strategy** canvas can be used as an action framework, and draw clear lines to compare your product/service/idea with the competitors'.
- Gives a clear overview on the things you should improve.
- On the horizontal axis, you place the most important parameters for the specific product or company that you want to analyze.
- On the vertical, you indicate whether this value is high or low at the company you are investigating.

[Download the Blue Ocean Strategy Canvas](#)



Read more: [Innovation Methods: the What, Why and How](#)

Opposite Thinking

- **Opposite/reverse thinking** is a technique that can help you question long-held assumptions related to your business.
- It's a useful tool to consider if you feel your team is stuck with the conventional mindset and coming up with those "out-of-the-box ideas" seems to be difficult.
- Often, the best solutions aren't found through a linear thought process. Although our brains are wired that way, opposite thinking can help us question the norm.
- With this type of thinking, you consider the exact opposite of what's normal.



Getting started

- Whether you are an intrapreneur or a leader supporting and nurturing intrapreneurship, you should start by **evaluating your current position** and deciding where you want to go.
- **Commitment and communication** are key starting points to get started
- You don't have to use all these tools at once, but you can **start small, with those that you think would have the most impact** in a specific task or project you have
- Remember, just like all elements involved in the holistic approach of innovation, intrapreneurship **requires time and hard work**. So, in the process, be patient and kind with yourself and those around you.



About Viima

We're on a mission to help organizations make more innovation happen.

Viima is the all-in-one innovation platform that helps you go from ideas to innovations, every step of the way.

Getting started is fast and easy and the best part is that Viima is completely free for an unlimited number of users!

So, If you're looking for a tool that can help you **run and manage your innovation program with ease**, you can get started in as little as 5 minutes at viima.com.

START FOR FREE

