

entrepreneurial  
**EDGE**

Roger Pearman Ed.D, R. Daniel Parks, Barry Phillips

## Intrapreneur Report

# 12345678

December 18, 2018

**EDGE** *Consulting*



## **ABOUT THE ENTREPRENEURIAL EDGE**

Striving towards success, whether you're innovating within an organization as an intrapreneur or building your own company as an entrepreneur, is no small feat. It takes a specific set of competencies, not just a great business idea, to be able to tackle the challenges of intrapreneurship and to succeed within an organization. This assessment is intended to measure the competencies that are most important to driving success, from the beginning stages of creating your new idea to the later stages of growing and renewing your venture.

You may be trying to decide whether or not to pursue your idea. This assessment will give you the information you need to help prepare you to take on this new challenge. In what areas do you need to develop to increase your chances of succeeding when you launch? Does the idea of developing these competencies appeal to you? Use your results to understand what competencies to lean on and what concerns to watch out for while pursuing your goals.

You may also be in a place where it is essential that you take your current venture to the next level. This assessment will help you identify the competencies you're going to need to continue on successfully. Are you thinking of bringing in others because you can no longer work alone to supply your users' demands? Is your venture beginning to expand to new markets, departments, or fields? This assessment will help you identify the areas you can start working on now to increase your chances of success as your venture grows.

## **YOUR ENTREPRENEURIAL ATTRIBUTES**

Combining research with analytics and more than 25 years of experience coaching innovators inside and outside of organizations, the Entrepreneurial Edge assesses 12 competencies that are characteristic of success at all stages of the innovation cycle – the stages that make up all entrepreneurial ventures. Backed by evidence demonstrating its fairness and reliability, these attributes are key to succeeding as an intrapreneur or an entrepreneur.

The 12 competencies are arranged around four key action modes - skillsets that entrepreneurial individuals actively make use of in order to succeed. These action modes, and the competencies that make them up, apply at all stages of the innovation cycle.

## **HOW TO USE THIS REPORT**

To get the most out of this report, you are encouraged to read this report from start to finish by following this guide:

1. Take the time to understand the Entrepreneurial Edge Model, including the innovation cycle and the action modes.
2. Examine your scores to get a feel for what your best competencies are and what competencies you may need to develop.
3. Go through each results page to understand the competencies better and what each of your scores means for you.
4. Read through your list of action items to understand how to leverage and develop your competencies at each stage of the innovation cycle.
5. Use everything you've learned to create an action plan that will help you move forward.

Your results are based on how you responded to the items. Even though you responded to the questions about yourself, you may find that you are surprised by some of your scores. Remember that each of your scores has been calculated by averaging your responses to the items that apply to a specific skill. It is ultimately up to you to decide which facets you choose to work on developing and how you wish to use your results.

# THE ENTREPRENEURIAL EDGE MODEL

The Entrepreneurial Edge Model is made up of two components: The Innovation Cycle and the Action Modes.

The Innovation Cycle shows that innovation within organizations can be broken down into different stages. The four distinct stages identified in the Entrepreneurial Edge are:

THE INNOVATION CYCLE



## INNOVATING

This stage lasts from the time an individual begins developing an idea up to the point of launch. They must generate novel ideas, develop their vision for their innovation, and begin to make the preparations they need for a successful launch.

## GROWING

Once an intrapreneur's idea has achieved acceptance, they may now look at all of the information they have gained from their success and look ahead towards expanding their innovation. They must strategically plan for their growth and may need to bring others in to help.

## MARKETING

This stage begins with the release of the intrapreneur's product or service. An intrapreneur must work tirelessly to promote their product or service. Listening to their users (stakeholders, customers, employees), they must be prepared to quickly adapt to market or internal demands.

## RENEWING

This stage begins once growth and sales have leveled off. At this stage, many intrapreneurs risk stagnation or a decline in acceptance or profitability and some may choose to spinoff their venture into its own business. The best remedy is a renewing of entrepreneurial ideas to create new success.

## ACTION MODES

The Entrepreneurial Edge identifies 12 competencies necessary for success in these stages. They have been arranged along 4 Action Modes:

### MANAGING SELF

Managing your behavior during times of uncertainty

Adaptable | Risk Tolerant | Stress Motivated

### CREATING STRATEGY

Creating and executing a successful strategy

Organizationally Oriented | Planning | Visionary

### LEVERAGING MINDSET

Maintaining the proper mindset throughout the innovation cycle

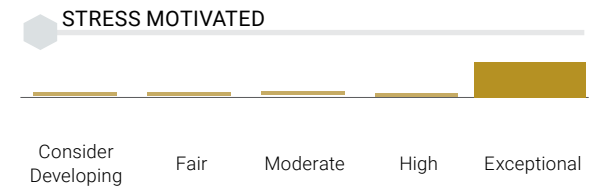
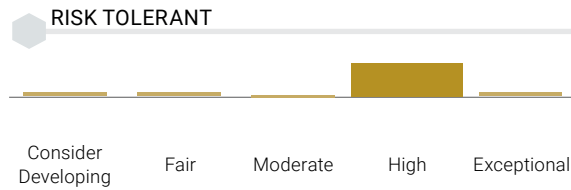
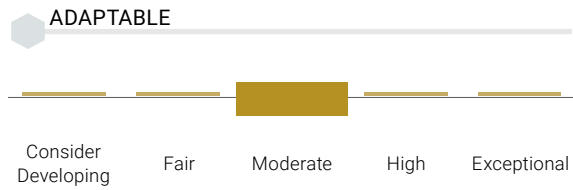
Driven | Innovative | Optimistic

### BUILDING RELATIONSHIPS

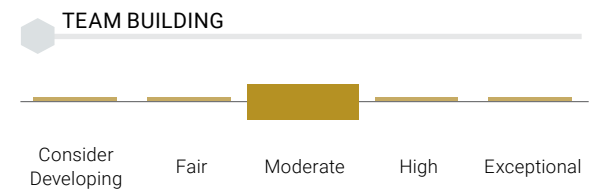
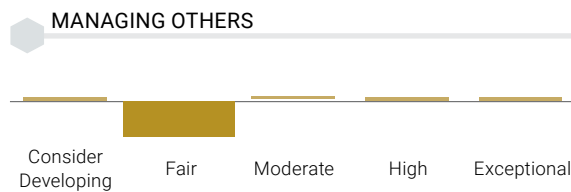
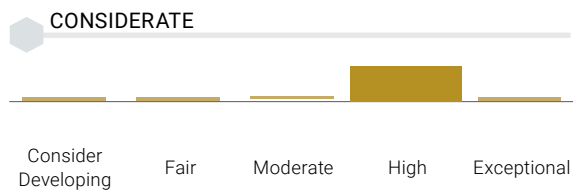
Engaging others to reach common goals

Considerate | Managing Others | Team Building

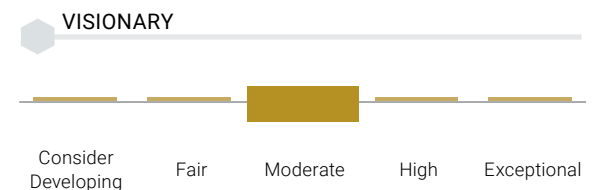
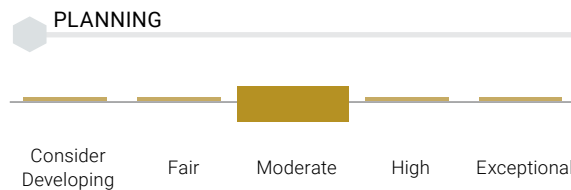
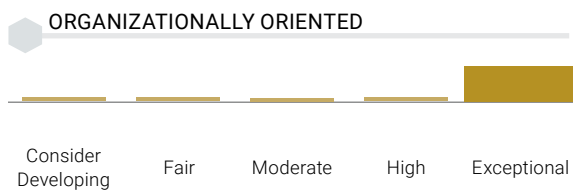
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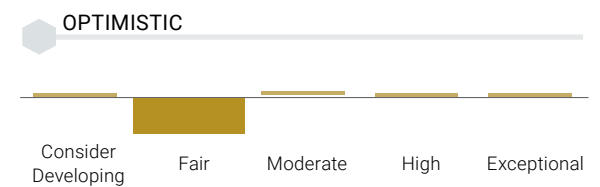
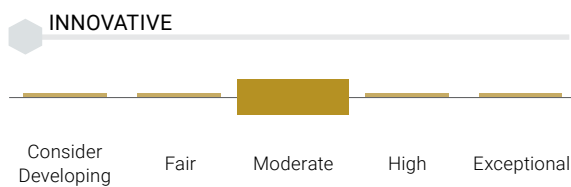
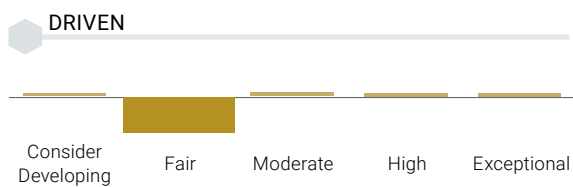
**BUILDING RELATIONSHIPS**



**CREATING STRATEGY**



**LEVERAGING MINDSET**



**STRENGTHS**

- Stress Motivated
- Organizationally Oriented
- Risk Tolerant

**DEVELOPMENT AREAS**

- Managing Others
- Optimistic
- Driven

YOUR RESULTS

## MANAGING SELF

### ADAPTABLE

### MODERATE

The tasks an intrapreneur must tackle constantly change. Intrapreneurs often take on many different roles and need to be able to quickly switch between them. They must also be prepared to react quickly as even the most carefully planned tasks are vulnerable to sudden change. Successful intrapreneurs are prepared to quickly adapt to change and are comfortable with taking on various roles.

**Less Adaptable individuals** seek roles that are less prone to change. They tend to find a routine that works for them and then stick with it.

**Highly Adaptable individuals** enjoy variability and work well in new, unfamiliar areas.

### RISK TOLERANT

### HIGH

Starting a new endeavor carries risks, even within an organization. Successful intrapreneurs are not only willing to take calculated risks, but are more likely to take larger risks than others. The best do not pursue every opportunity that presents itself. Rather, they carefully weigh all advantages and disadvantages before choosing which risks to take.

**Less Risk Tolerant individuals** often choose options with the least amount of risk and may be cautious of making mistakes.

**Highly Risk Tolerant individuals** do not hesitate to take chances and are comfortable with uncertainty.

### STRESS MOTIVATED

### EXCEPTIONAL

Intrapreneurship is inherently stressful. Developing new ideas requires hard work, long hours, emotional energy, heightened job stress, ambiguity, and risk. The most successful intrapreneurs don't just find ways to handle their stress, they also use the stress as a motivator to drive them to perform at their best. They find positives in the stress that they're feeling. Stress motivated individuals think about how the long hours they are working sets themselves up for success. They reframe the risks and stress they take on as necessary for big payoffs in the end.

**Less Stress Motivated individuals** may feel overwhelmed when performing stressful tasks and have difficulty working under tight deadlines.

**Highly Stress Motivated individuals** thrive under pressure and enjoy working on difficult challenges.

YOUR RESULTS

## CREATING STRATEGY

### ORGANIZATIONALLY ORIENTED

EXCEPTIONAL

Many people are initially drawn to intrapreneurship because of the freedom that it provides over traditional roles. They often have fewer bosses to answer to, they can pursue projects they are interested in, and they can create and implement solutions they come up with. Once their ventures begin to grow, however, intrapreneurs may need to balance that freedom with the needs of a traditional organization. Thus, they will need to know how to navigate stakeholders and bureaucracy, secure buy-in when needed, and perform tasks alone when necessary.

**People lower in this trait** have difficulty dealing with the policies and procedures of a traditional organization.

**People higher in this trait** are organizationally savvy, they know how to navigate an organization in order to achieve their goals.

### PLANNING

MODERATE

Planning is important at every stage of the innovation cycle. For example, at the growing stage, individuals must develop a strong and clear strategic plan in order to prevent the company from slipping into decline. This means planning ahead, outlining steps, and using plans to guide actions. Good planning also includes involving other people in decisions, using them as resources to develop a plan for the company. Having a clear plan unifies people within the company and ensures they are all heading in the same strategic direction.

**Those who score lower in Planning** develop plans for short-term and singular outcomes and wait to see how events unfold before acting.

**Those who score higher in Planning** think about how decisions will impact the future and adjust their plans when new information is presented.

### VISIONARY

MODERATE

Successful intrapreneurs have a passion for new ideas and solving problems. They use their passion to develop a vision for the future. Having a clear vision is vital to keeping intrapreneurs on track to reach their goals as it sets expectations for the future. Those who do not have a clear vision for their company may find it easy to lose focus and direction. Successful intrapreneurs spend time reflecting on and narrowing their focus in order to create a clear vision. They share their vision with others and ask for their feedback, as doing so helps fine-tune the vision and define a clear end goal.

**Less Visionary individuals** focus mostly on immediate issues and have difficulty imagining future scenarios.

**Highly Visionary individuals** use passion to help shape ideas for the future and share their vision with others.

YOUR RESULTS

## LEVERAGING MINDSET

### DRIVEN

FAIR

Being driven means wanting to achieve your goals and doing so by constantly taking action. Driven intrapreneurs tend to be internally motivated, strive for results, and willing to take initiative in order to get things moving in their business. It is imperative to maintain this internal drive in the early stages of a venture, as it may take time to see the results of such hard work. Successful intrapreneurs do not wait for others to help or things to lineup to pursue their goals. Instead, they are willing to take actions now to realize their ideas. They understand that the success they achieve is a result of their own hard work. They know what they are striving towards and use their drive to achieve it.

**Low Driven scores** are consistent with individuals who hesitate to act quickly on ideas and may wait for others to attempt solving problems.

**High Driven scores** are consistent with individuals who are self-motivated to achieve high standards and focus on their top priorities.

### INNOVATIVE

MODERATE

Intrapreneurial endeavors often begin with imagining new products or thinking about new ways to solve old problems. Intrapreneurs need to draw from inspiration to help formulate and shape new ideas. Successful intrapreneurs enjoy being innovators and this appreciation for innovation is a key driver of their success and performance. They develop their critical, creative, and outside the box thinking skills to help solve problems in innovative ways. This helps them establish a strong foundation when starting an intrapreneurial endeavor.

**People who struggle with being Innovative** need extra time coming up with new ideas and work best when using proven methods.

**People who succeed in being Innovative** question current established practices and are open to new ideas.

### OPTIMISTIC

FAIR

Intrapreneurs who face challenges with an expectation that they will succeed perform better than those who are less hopeful for a positive outcome. There are many unknowns in intrapreneurship, and facing them with an optimistic outlook is vital to the success of a venture. When faced with a challenge, optimistic individuals imagine what they would need to accomplish to feel as though they had succeeded at the task and imagine themselves achieving that success.

**Less Optimistic individuals** often anticipate the worst-case scenario.

**Highly Optimistic individuals** expect to succeed at challenges and believe all things are possible if action is taken.

YOUR RESULTS

## BUILDING RELATIONSHIPS

### CONSIDERATE

HIGH

Intrapreneurs who have just started their venture may spend a fair amount of time working on it alone. However, as the venture develops, intrapreneurs will need to connect with others, leveraging their strengths to help further their idea, and doing so effectively requires considering the wants and needs of others. Considerate individuals ask others to provide feedback on their potential decisions and seek recommendations on how they can make better ones. They are constantly open to hearing what they have to say.

**People lower in being Considerate** may have difficulty taking others into account.

**People higher in being Considerate** listen to others before making decisions and adapt their style of communication based on their audience.

### MANAGING OTHERS

FAIR

Intrapreneurs who have successfully grown their endeavor may find themselves working with others more in order to assist with their operation. They may also be tasked with leading or championing an innovation within an organization. These responsibilities necessitate building management competencies that can help one effectively lead and work with others, with or without formal authority. One way to develop this competency involves taking management training.

**People lower in Managing Others** do not enjoy being in a position of authority over others and may avoid difficult conversations.

**People higher in Managing Others** are comfortable giving feedback to others and directing them in a respectful way.

### TEAM BUILDING

MODERATE

While innovation within an organization may begin as an individual endeavor, growing ventures often require working with other people towards a common goal. This change requires a shift from working independently and autonomously to developing a team with the skill set to grow the product or service. Valuing the input of others and appreciating the efforts they contribute to group activities is crucial to the success of a venture. The best are able to build a shared direction among their team.

**People lower in Team Building** prefer to work on tasks themselves. They may be less trusting of other's work or less willing to make the effort to work with others.


**People higher in Team Building** bring people together to solve problems and work well in collaborative environments.




# Your Action Items

This page lists several ways for you to leverage your strengths at each stage of the innovation cycle.

## STRENGTHS

 Stress Motivated

 Organizationally Oriented

 Risk Tolerant

## Stress Motivated

 INNOVATING

Identify stressors and leverage these to promote exploring new ideas.

 MARKETING

Monitor stress levels so that the energy is positive and not destructive.

 GROWING

Use your energy to encourage others to explore new and different possibilities.

 RENEWING

The need to break plateau's can be a source of energy and motivation. Use it to identify your strengths and learn how to leverage those moving forward.

## Organizationally Oriented

 INNOVATING

Look for ways to tie your planned venture to the organization's goals

 MARKETING

Build a marketing strategy with systems and processes. Engage others to further develop and deploy your marketing plan.

 GROWING

Success is often a byproduct of the right people in the right places. Make sure the different aspects of your venture are in the right hands for effective growth.

 RENEWING

Use your experience of building systems and processes as guides for future innovation.

## Risk Tolerant

 INNOVATING

Create mitigation strategies and pivot points to get buy-in from those less risk tolerant than you.

 MARKETING

Keep in mind the potential rewards that come with the risks you take. This will keep you motivated and energized enough to handle the many tasks that come with marketing your venture.

 GROWING

Step into territories that others won't in order to reap the rewards.


 RENEWING

Change can often feel like uncharted waters. Keep in mind the opportunities to be gained from taking a chance with an untested opportunity.

# Your Action Items

This page lists several ways for you to develop your entrepreneurial competencies at each stage of the innovation cycle.

## DEVELOPMENT AREAS

 Managing Others

 Optimistic

 Driven

## Managing Others

### INNOVATING

Research leaders you wish to emulate and the way they manage others. Ask for advice from someone you trust on how to improve yourself in this competency.

### MARKETING

Use marketing goals as a standard by which you hold yourself and others accountable. Delegation, monitoring, feedback, and encouragement are habits that will pay dividends.

### GROWING

Consider being the subject of a 360° survey to help you understand the areas in which you will need to personally improve prior to expansion.

### RENEWING

Others will look to you for leadership and vision, so communicate well, be open to new ideas, and be willing to explore trends and data.

## Optimistic

### INNOVATING

Identify highly optimistic individuals you can go to and ask them to provide feedback. Keep those notes somewhere highly visible.

### MARKETING

Practice perceiving critical feedback less as a personal attack and more as an opportunity to improve.

### GROWING

Look for ways to simplify the complexity that comes with growth. Ask yourself: "What are the three essential elements of the situation that I can act on?"

### RENEWING

New ideas can often seem rife with problems, leading you to miss the positives. Focus on the positives of change in order to engage you and your team toward new opportunities.

## Driven

### INNOVATING

Practice using energy and enthusiasm to build support for the venture. Find those who are inspired by your vision to provide input or champion your ideas.

### MARKETING

Avoid "choice paralysis" by picking one problem to tackle now that will get you started on the right path.

### GROWING

Re-set and monitor SMART goals that emphasize your vision. Learn to be a cheerleader for your team and an ambassador for new markets.

### RENEWING

Along with passion and good communication, use facts and forecasts to convince stakeholders of your change.

**ACTION PLAN**

The steps you take towards developing your entrepreneurial competencies will help you determine whether or not you will succeed in your business endeavor. Use this step-by-step activity plan to help guide you closer to your goals. Remember to use the SMART goal setting criteria for each goal.

**S**PECIFIC  
**M**EASURABLE  
**A**CTION-ORIENTED  
**R**EALISTIC  
**T**IMELY

Write down up to three skills or behaviours you would like to further develop (e.g., “active listening” to build communication). The SMART goals that you outline in the template should help to strengthen these skills and behaviours.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

Write down up to three overall qualities that you would like to have (e.g., being tolerant of risk, effective stress manager). In some way the goals you outline in this action plan should help you achieve the overall qualities you identified.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_

SMART Goal	Time Frame	Benefits	Measure of Success	Support & Resources Needed	Potential Benefits
eg. Get feedback on vision	eg. Starting today over the next month	eg. People will help me see when I need more clarity	eg. Vision is clearly defined so others understand it	eg. Supportive friends and family who will be honest	eg. Ensuring I have enough people willing to help