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## INTRAPRENEURSHIP DEFINED

Intrapreneurship is a new approach with ancient roots. It is simply defined as entrepreneurship practiced within an established supportive organization, business or community.

In a business environment, employees that are perhaps engaged in a special project within a larger firm adopt the role of entrepreneurs, even though they have the resources and capabilities of the larger firm to draw upon. The concept captures the dynamic nature of entrepreneurial management (trying things until successful, learning from failures, attempting to conserve resources).

The term itself dates to the 1983 PhD dissertation by Burgelman and later defined in a 1985 book by Gifford Pinchot, "Intrapreneuring"; a revised edition, entitled "Intrapreneuring in Action" is currently published. An Intrapreneur is the person who focuses on innovation and creativity and who transforms a dream or an idea into a profitable venture, by operating within the organizational environment. Thus, Intrapreneurs are *Inside Entrepreneurs* who follow their founder's example

Intrapreneurship *Training* may be suitable for your existing organization if you:

- ◇ want your employees/team to dance to the beat of their own drum
- ◇ are experiencing competition to recruit and retain talented employees
- ◇ desire to retain key players who wish to "do their own thing"
- ◇ often have employees who leave you to set up as your competitor

When applied to a business environment, intrapreneurship ultimately adds to the bottom line of the business when innovation occurs. Intrapreneurship can be a critical first step forward on the uncharted road of releasing the creativity of your workforce. 'Natural outcomes' also evolve such as enhanced physical and mental health, and quality of life.

## MONICA KNIGHT'S INTRAPRENEURSHIP HIVE MODEL

Monica's own unique model of the 'intrapreneurship hive' reinforces the essence of connectivity and security for all participants. It is an ideal model for a community or community group that wants to start (or reinvent) business development from the inside out. It is well suited to population groups in transition or those most comfortable operating in a 'family' or culturally supported environment.

Intrapreneurship hives focus on the elimination of high risk often associated with entrepreneurship as new ventures are developed within a group setting and within the framework and safety net of an existing company. Intrapreneurship essentially removes the participant from the failure cycle of traditional entrepreneurship so he/she can remain in actively engaged and it also provides an outlet for individual creativity and expression.


Through Monica's intrapreneurship hive model, employees absorb wisdom and are supported via revenue generated from the central viable business operation - until such time as employees have another viable "business" that can be incorporated into the core. Additional remuneration is then calculated on a profit share basis.

It must be clear that participants "keep the day job" with the core business and intrapreneurship activities are conducted in addition to regular duties. A key component is that employees derive their stable income from the core and from the hive as it generates revenues. This provides a safety net for the workforce and supports their own unique business start-up. Therefore the profitability and stability of the benefactor - the core business (or 'queen bee') - is forefront in everyone's mind. This core business provides an ongoing learning and economic development framework as employees proceed - simultaneously - to launch their own business concepts. There is a huge "what's in it for me" factor in bolstering the stability and profitability of the core business.

Each hive varies in character and complexity due to the varied "Queen Bee" cores themselves but the objectives remain constant - to promote stability, and increase profitability through harnessing innovation. Employees play a role in the development of diversified products and services. Guidance comes in the form of business planning, research, financial backing, marketing and manufacturing resources.

As a former resident of South Africa, proponent Monica observed the African entrepreneurial business hive systems of cooperation and interdependence. The spirit of Ubuntu "I am because you are" underpins the fabric of traditional tribal African society. Ubuntu is derived from a Zulu maxim which translates into "a person is a person through other persons". This philosophy manifests itself within the model of intrapreneurship. The concept has traveled the oceans and intrapreneurship is practiced by many "Queen Bee" organizations, noteworthy examples being 3M and Microsoft.





Monica Knight's Ubuntu House in Saskatoon is a working example of the 'intrapreneurial hive' in action. Her coaching and training business services functions as the "Queen Bee" of the hive and provides the operational space for other 'hive' participants with their business ventures of Massage Therapy, Fitness Coaching and Aromatherapy. Visitors and clients can experience first hand Monica's innovative model incorporating creative and cultural supports. In her book "Dance to the beat of your own drum" Monica uses a second natural world analogy of a racehorse to demonstrate her point of the core business and how participant employees are both cooperative and interdependent .

*"The ownership of my particular racehorse has, at times, created controversy among people on the outside looking in. Comments have arisen such as "I have "used people" to help me make money'. I have the sense that the critics just don't get it! It benefits no-one if I chop up the racehorse into little pieces and give each person a piece. However, if one participant takes the responsibility of feeding and watering the animal, another takes on the task of exercising it, another takes care of its medical needs, and I train it for race day, then we all share the prize money in agreed portions. Nonetheless, I continue to own the racehorse. It is my racehorse. It is the ownership of this racehorse that motivates me to generate the economic activities that benefit so many others as they, in turn, create and innovate to impact their own bottom line and my own".*

*"A hive participant, having gained entrepreneurial skills in the hive, may choose to provide exercise services to many other horses, dogs and even pet goats while developing expertise with the core racehorse. That new business field becomes the employees own venture from which to reap additional benefits"*

Monica reinforces that the original racehorse must never be neglected no matter how busy and profitable other ventures become This racehorse keeps winning races and its earnings allow other enterprises the luxury of time and space and limited overheads in which to flourish.

## **SHARED VISIONS INTRAPRENEURIAL DEVELOPMENT PROGRAM FOR YOUTH**

Monica Knight has taken her African hive model of intrapreneurship and used it as a basis for educating and preparing youth for the workplace — and as future entrepreneurs. Over the past seven years, Monica has toured schools and customized delivery of experiential workshops to a variety of young people .She is passionate about working with this country's 'youth with potential'.

*Shared Visions* includes both short and long term learning events and programs that are available for implementation in communities, schools and groups. This experiential business development concept is delivered to young people in a non-traditional and culturally supported learning style. Shared Visions is designed to reach youth at an elementary and high school level via workshops to plant the seeds for future intra and entre preneurial activities. Shared Visions also works with young people ages 18 to 30 who may not be employment ready via community projects.

Monica introduces young people to the concept of Ubuntu in its most essential form via her "intrapreneurial hive" model. Success of the central hive enterprise in her feeds and nurtures the potential success of all associated enterprises. The spirit of cooperation and mutuality that underpins a hive structure is Ubuntu.

## **WHY IS THERE A NEED FOR SHARED VISIONS?**

Research indicates that young people display entrepreneurial qualities early in life. Many want to be business owners so they can have the freedom of being their own boss or express their creative talents. United States research discloses that minority youth have the highest expectations of entrepreneurship, but research also shows that they have little access to the training programs which could help transform their desire into achievement.

In Saskatchewan, a large disparity remains in the proportion of Aboriginal business owners compared to their non minority counterparts. One way to close the gap is by teaching Aboriginal youth the risks, rewards, and skills of entrepreneurship – at an early age. In a study done about a decade ago by Marilyn Kourilsky of the UCLA School of Education, it was found that youthful entrepreneurs are characterized by traits which emerge early. As pre-schoolers, they showed a taste for risk-taking, a talent for creative problem solving, and high achievement motivation. As many as one-fourth of kindergarten pupils displayed such entrepreneurial qualities. They were also characterized by a sense of controlling one's own destiny that lends itself to entrepreneurial ambitions. If these traits are not nurtured in some positive manner, they tend to atrophy or they are redirected into deviant behavior.

In Saskatchewan, about 20% of youth leave school before completing Grade 12. While many return to school at a later date, some do not - and of those who graduate 60% do not immediately post secondary or skills training. Many are not employment ready. It is well documented that many successful entrepreneurs are low achievers in a traditional educational environment and often have not graduated from high school.

