

Change Lab

Intrapreneurship and IWB

Mien Segers

Maastricht University
School of Business and Economics
m.segers@maastrichtuniversity.nl

Mickaël Géraudel

University of Luxembourg
CREA
mickael.geraudel@uni.lu



Overview



- What is intrapreneurship?
- Intrapreneurship 8 dimensions
- Intrapreneurship and innovation
- Intrapreneurship and performance
- How to diffuse Intrapreneurship Spirit ?
- Innovative Work Behavior
- The role of L&D for IWB

What is intrapreneurship?

- ▶ A process by which individuals inside organizations pursue opportunities independent of the resources they currently control (Stevenson and Jarillo, 1990)
- ▶ Doing new things and departing from the customary to pursue opportunities (Vesper, 1990)
- ▶ A spirit of Entrepreneurship within the existing organization (Hisrich and Peters, 1998)
- ▶ A creation of new organizations by an organization, or an instigation of renewal and innovation within that organization (Sharma and Chrisman, 1999)
- ▶ Entrepreneurship within an existing organization, referring to emergent behavioral intentions and behaviors of an organization that are related to departures from the customary (Antoncic and Hisrich, 2003).

Intrapreneurship 8 dimensions

- New ventures
- New businesses
- Product/service innovativeness
- Process innovativeness
- Self-renewal
- Risk-taking
- Proactiveness
- Competitive aggressiveness



Source: Antoncic and Hisrich, 2003



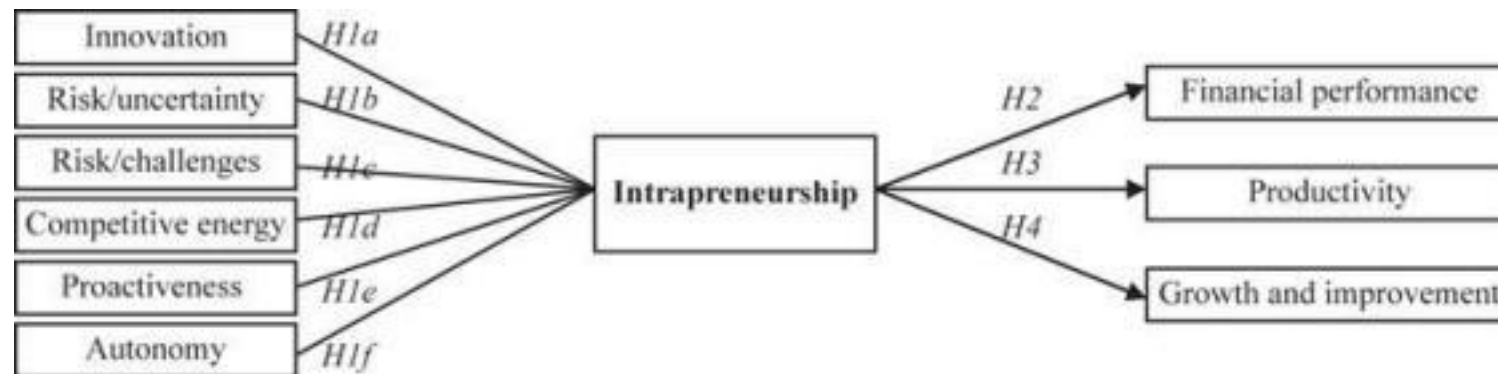
Intrapreneurship and innovation

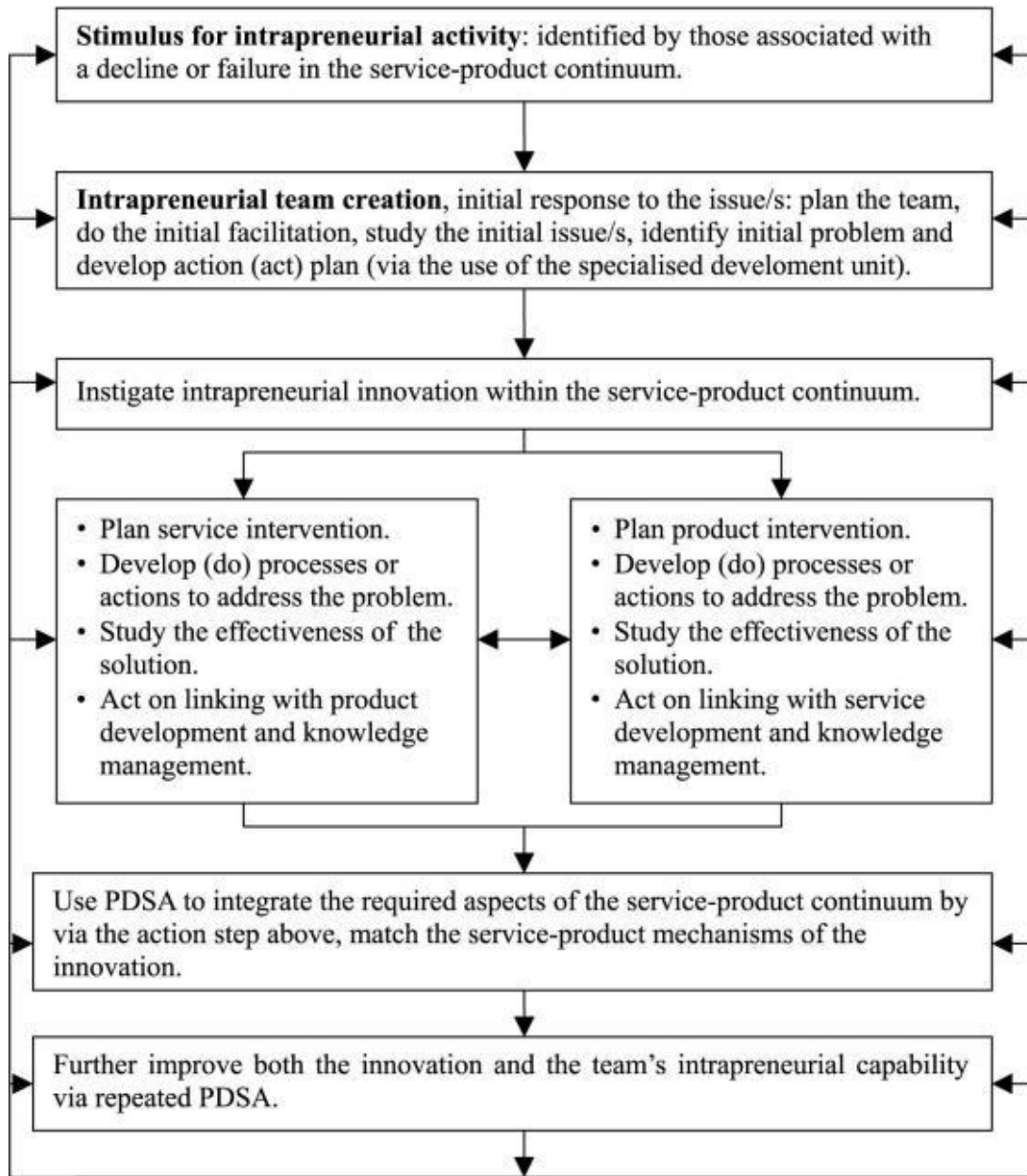


- ▶ First research: Camelo-Ordaz et al. (2011)
 - ▶ Sample: 396 intrapreneurs in small creative firms located in Spain
 - ▶ What explain innovation performance (*NPD, new process and new market*)?
 - ▶ Organizational tenure, business background, age and educational level all have a negative influence on innovation
 - ▶ Creative background has a positive effect on innovation

Intrapreneurship and performance

- Second research: (Felicio et al. 2012)
 - Sample: 217 medium-sized Portuguese companies





Innovative Work Behavior

The role of the individual employee in innovation

Multistage, iterative process:

- *Opportunity exploration*
- *Idea generation*
- *Idea promotion*
- *Idea realisation*
- *reflection - sustainability*





Role of L&D for supporting IWB: research

- ▶ **Learning Climate**
- ▶ The collective, aggregated perceptions of organizational learning support are referred to as learning climate
- ▶ Direct effects of learning climate on IWB (n=10)
- ▶ Relation is influenced by: individual learning orientation, work engagement, proactive envisioning and proactive planning (n=3)

(Segers, Mellar)

- ▶ **Informal learning from others**

Information seeking and acting upon feedback from relevant others in your network



The extent to which an employee engages in opportunity exploration, idea generation and idea promotion

(Gerken, Messmann, Froehlich, Beausaert, Mulder, Segers)



Thanks



► Contact:

Mickaël Géraudel
Associate Professor
University of Luxembourg
162 Avenue de la Faïencerie
L-1511 Luxembourg
Luxembourg
mickael.geraudel@uni.lu

► Contact:

Mien Segers
Professor Corporate Learning
Maastricht University SBE
POBox 616
6200 MD Maastricht
The Netherlands
m.segers@maastrichtuniversity.nl