

INNOVATION, INTRAPRENEURSHIP AND CHANGE ENABLEMENT



Olivier Leclerc,
Director, Intrapreneurship & Business Enabler AIS
SAFRAN Aircraft Engines

 @setolivier | @SafranEngines | @Safran

June 21st, 2016

What is Innovation ?

Intimately linked
to market

(very often) associated
to success **only**

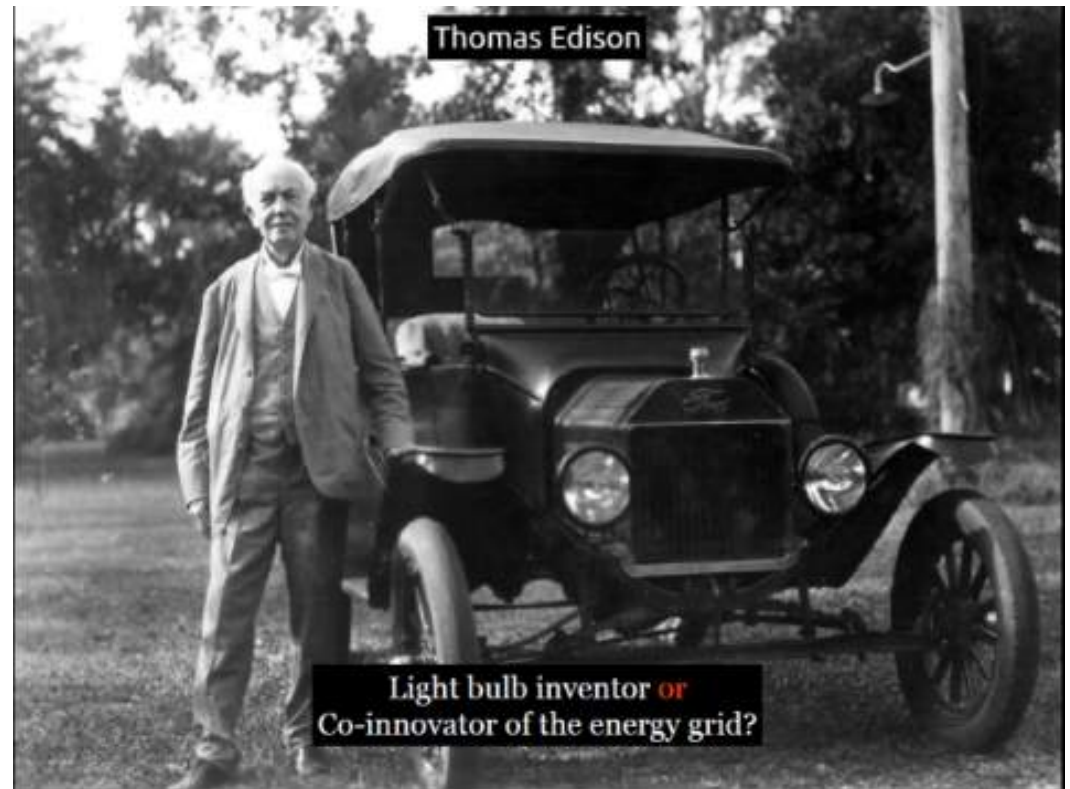
A mindset

« Feel free to try and be free to fail »

FAIL = First Attempt In Learning

A wish to share

INNOVATION X COMFORT = K



Thomas Edison

Light bulb inventor **or**
Co-innovator of the energy grid?

Innovation is **SOCIAL** by essence

Keeping & further
optimizing the current
model that feeds us

Inventing & creating
the new model that
replaces it



Innovation Leadership in a Fast-Changing Global Organization

Business
as usual



Ventures



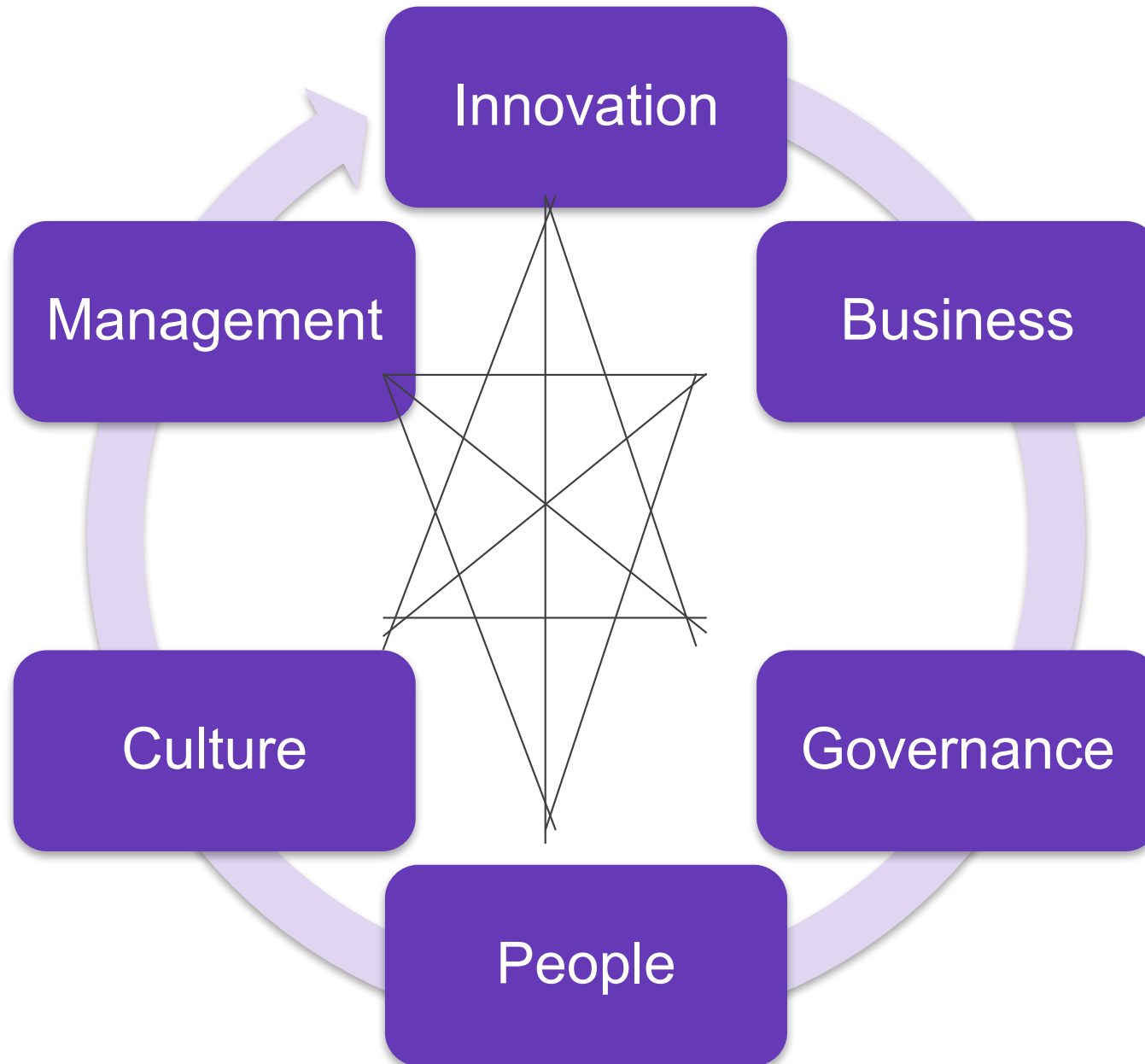
How can we do things differently?



Intrapreneurship – Definitions

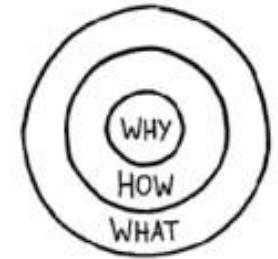
- Intrapreneur = *"A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation"*. [\[Pinchot\]](#)
- Intrapreneurs are usually highly **self-motivated, proactive** and **action-oriented people** who are comfortable with taking the initiative, even within the boundaries of an organization, in pursuit of an innovative product or service
- The major difference between entrepreneurs and intrapreneurs is that **the fruits of success default to the organization** rather than to the intrapreneur. *On the other hand, the intrapreneur also has the comfort of knowing that failure will not have a personal cost - as it would for an entrepreneur - since the organization would absorb losses arising from failure.*

Intrapreneurship deals with a systemic approach



Intrapreneurship : what for ?

- Expand **Business** / Explore New **Business** options
- Stimulate an entrepreneurial **Spirit / Mindset**
- Breaking organisational **silos** – Foster **collaboration**
- Detect **weak signals**
- Tangibilize / democratize / deconsecrate **Innovation**
- Develop **Agility** and **Action-learning** cf. ‘Lean Start-up’
- Dedramatize failure
- Detect hidden (entrepreneurial) **talents** and/or retain **talents**
- Foster et reinforce **employees engagement**
- Change Group **Image**
-





Pernod Ricard



pôle emploi



BIG = Business Innovation Garage



BNP PARIBAS



Fraunhofer



Rabobank

PSA PEUGEOT CITROËN



LA POSTE

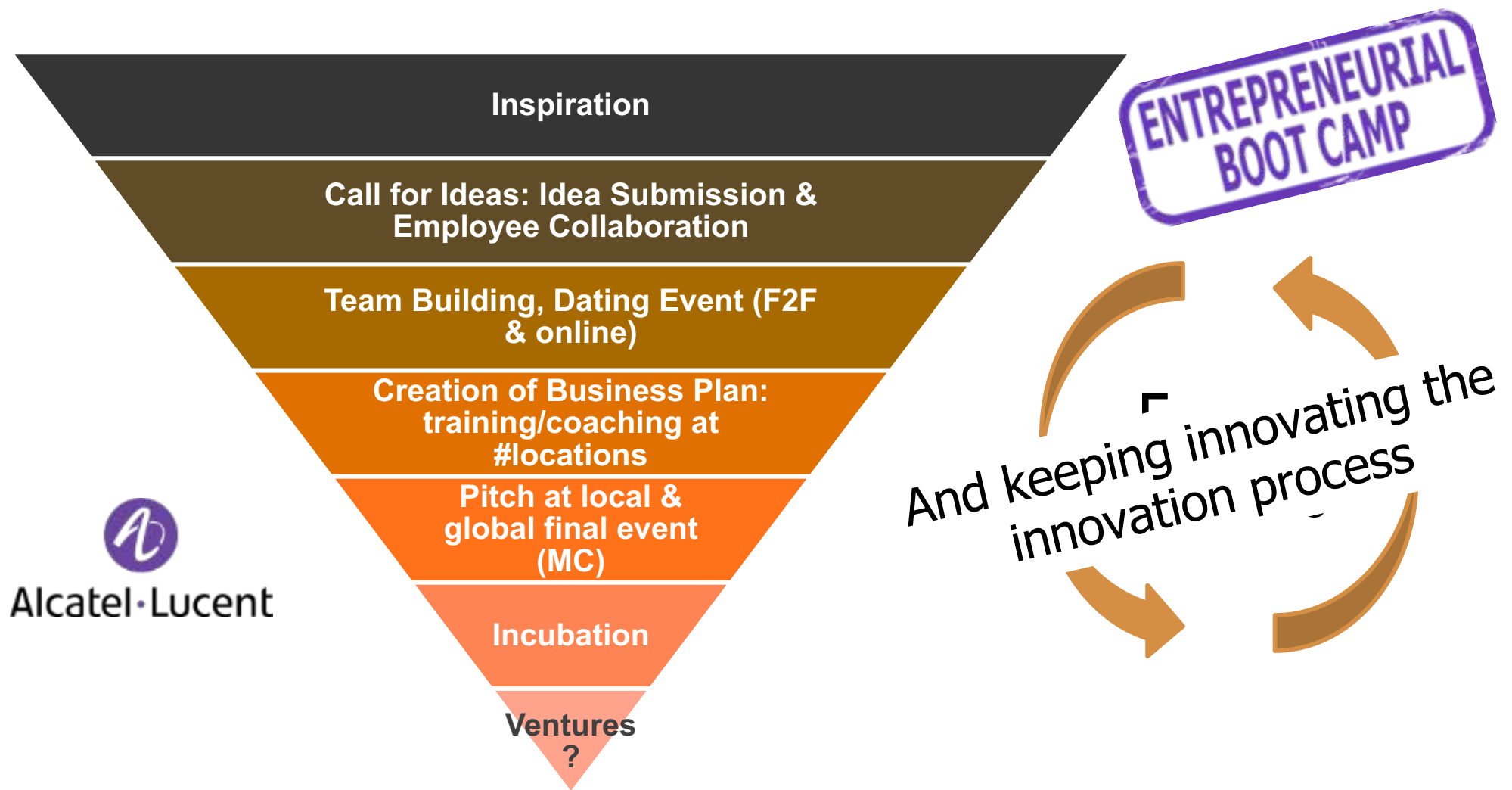


RENAULT



GlaxoSmithKline
Vaccines

And many others ...



6 « seasons » – 150 bootcampers -

32 projects with multidisciplinary teams built a business plan

On top of other duties

3 new product/service lines – 3 spin-offs – 1 long-living initiative

BOOTCAMPERS are Company BUCCANEERS

The buccaneer's guide



Get a «Privateer letter of marque»

Get «Rules of engagement»

Navigate out of the pipeline

«Steal» resources from BUs

Be neither in nor out

Trap competition in a guerilla

Shortcut decisions

Create an open network

Flirt with IP infringement

Sell mockups and prototypes

Pivot when necessary

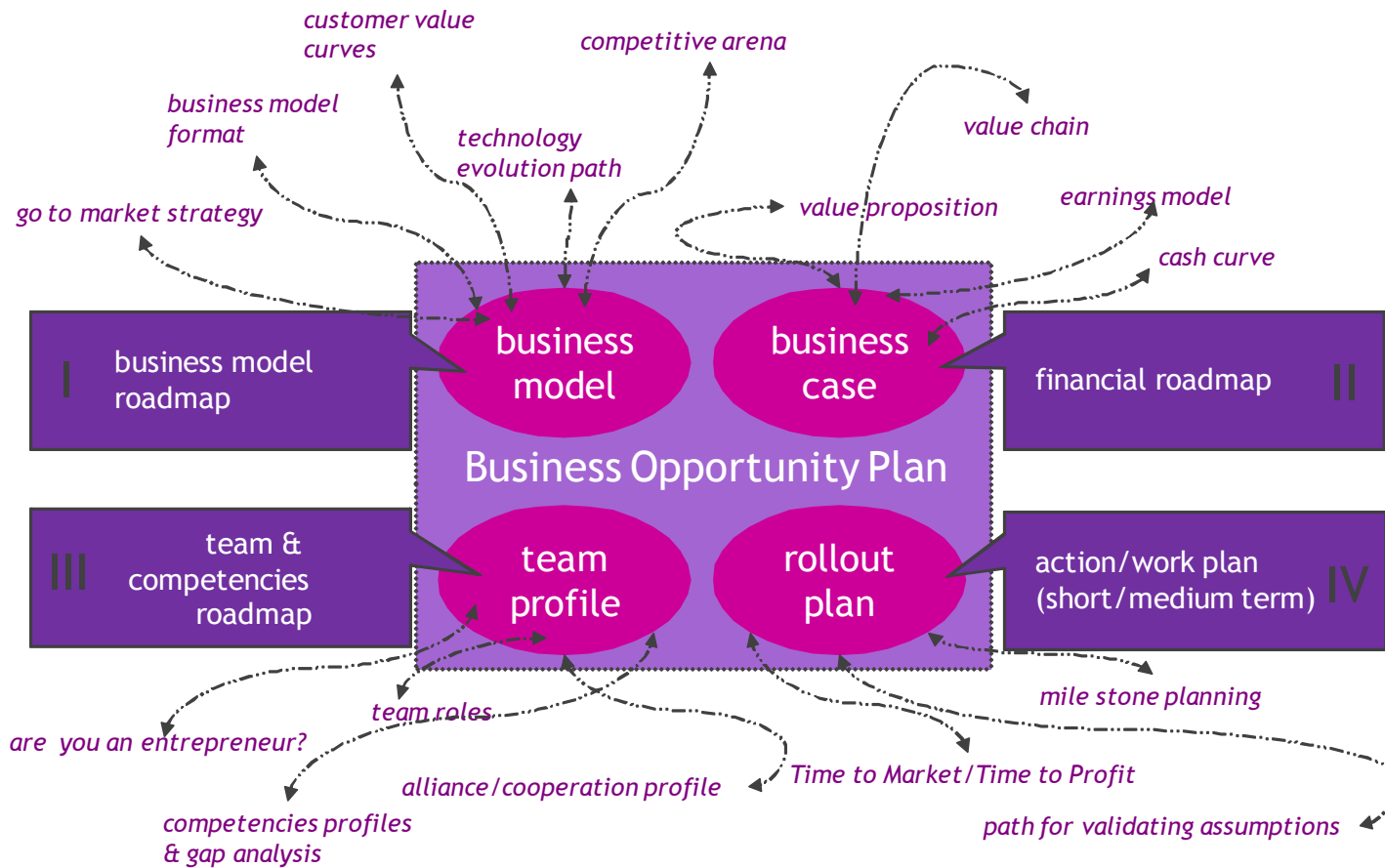
Ramp up...

Or fail and learn fast

*Courtesy of Philippe
MEDA - @Merkapt*

CREATING THE BUSINESS PLAN

Creation of Business Plan: training/coaching at #locations



Guy Kawasaki



Philippe Silberzahn



Tools to make **EVIDENCES** early



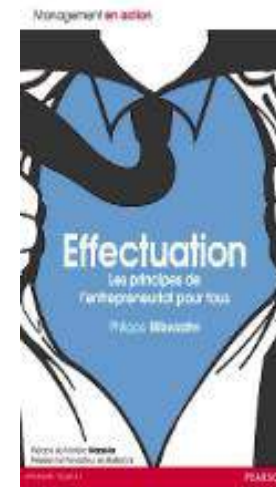
Learnings



Learnings



Learnings



Intrapreneur behaviors



Intrapreneur

- Persistence
- Resilience
- Opportunity-obsessed
- Ability to connect & to engage people
- Think out-of-the box
- Holistic in approach
- Benevolence
- Generosity
- Humility & Boldness
- Change agents
- Positive Hacker

Intrapreneur's 10 commandments

Source: G. Pinchot (1985) modified

- Build your **team**, intrapreneuring is not a solo activity
- Share **credit** widely
- Ask for **advice** before you ask for resources
- **Under promise** and **over deliver** -- publicity triggers the corporate immune system
- Do any job needed to make your dream work, **regardless of your job description**
- Remember it is easier to **ask for forgiveness** than for permission.
- Keep the **best interests of the company** and its customers in mind, especially when you have to bend the rules or circumvent the bureaucracy.
- Come to work each day **willing to challenge the *status quo***.
- Be **true** to your goals, but be **realistic** about how to achieve them.
- **Honor** and **educate** your **sponsors**

Changing the culture

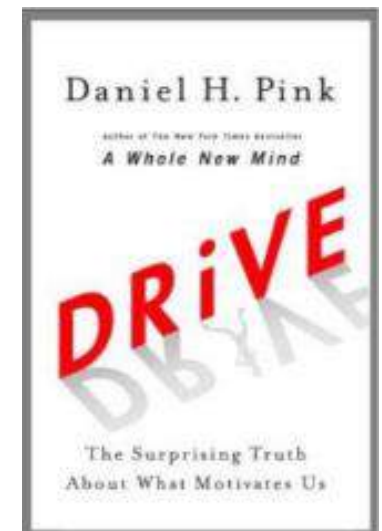
Egosystem to Ecosystem: Gerd Leonhard at DoLectures 2010 2 weeks ago

Ego	Eco
Less connected, walled-in, self-sufficient	Hyper-connected and interdependent
Not invented here	Proudly found elsewhere (PFE)
Return on Investment	Return on Engagement
Closed	Open *amap
Control	Trust
Fear	Confidence

Gerd Leonhard Media Futurist | The Futures Agency

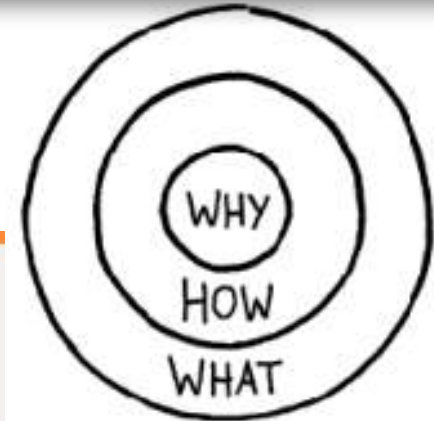
GERD LEONHARD, *MediaFuturist.com* @gleonhard

Cultivating
individual & collective
Intrinsic Motivation &
Responsibility



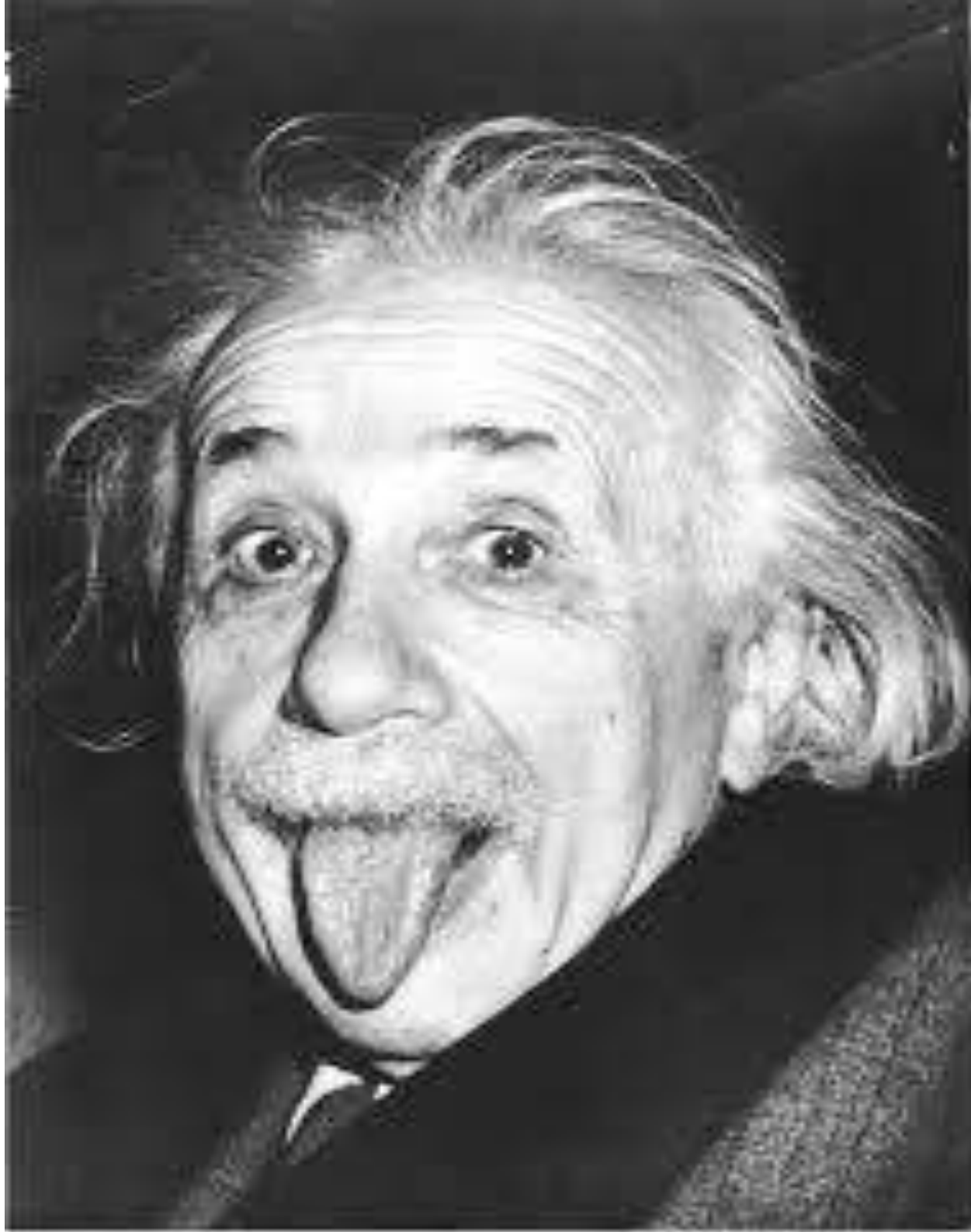
'Have the organization live the experience'

Changing the culture



“ People don't buy what you do, they buy why you do it.

— @SimonSinek
Speaking at INBOUND



**« La folie est de
se comporter de
la même manière
et de s'attendre
à un résultat
différent »**

Albert Einstein



<http://hacktivateurs.co>  [@hacktivateurs](https://twitter.com/hacktivateurs)



Missions

- Promote novel & practical approaches for innovation and change management : [Intrapreneurship \(or Corporate entrepreneurship\)](#), [Corporate Hacking](#), [Collective intelligence](#), ...
- Gather and support innovators and change makers ...
- Help corporations to evolve / adapt ...

... for and by human

Corporate Hacking

Uncontrolled initiative of a corporate actor that aims to have an effect on its business *that has not been either planned nor decided by it (initially)*. This effect may be of value creation (extended definition) for the company for a project or for the employee(s) .

Furthermore, this effect can be used as a **positive** design - *in this case we speak of benevolent hacking* - or having only personal benefits or destroy value for the organization - *in this case refers to malicious hacking* -





Learning Expedition

Element 8
2. 10. 2020

Description: This is a learning expedition in which we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Formal Bottom-up

Element 9
2. 10. 2020

Description: This is a formal bottom-up approach to the design of a product, where the design is driven by the needs of the user and the requirements of the market.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Cycle de conférence

Element 10
2. 10. 2020

Description: This is a cycle of conferences where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Subversive Book

Element 11
2. 10. 2020

Description: This is a subversive book where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



A la recherche des Lead User

Element 12
2. 10. 2020

Description: This is a search for lead users where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Pack by proof

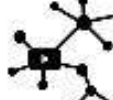
Element 13
2. 10. 2020

Description: This is a pack by proof approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Video visit

Element 14
2. 10. 2020

Description: This is a video visit approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Community mobilisation

Element 15
2. 10. 2020

Description: This is a community mobilisation approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Customer Hand

Element 16
2. 10. 2020

Description: This is a customer hand approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Request started

Element 17
2. 10. 2020

Description: This is a request started approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Hackathon

Element 18
2. 10. 2020

Description: This is a hackathon approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Final Problem Solving

Element 19
2. 10. 2020

Description: This is a final problem solving approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Nature and nature

Element 20
2. 10. 2020

Description: This is a nature and nature approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Space Mockup

Element 21
2. 10. 2020

Description: This is a space mockup approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Flat Lab Autodocument

Element 22
2. 10. 2020

Description: This is a flat lab autodocument approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.



Travail Caché

Element 23
2. 10. 2020

Description: This is a hidden work approach where we will explore the activities of an entrepreneur, starting with Fab Lab, to develop an awareness of the role of the entrepreneur.

Resources: <https://www.youtube.com/watch?v=U1111111111>

What we expect to see: A report on the expedition, a presentation and a video.

Prerequisites: Design and Business and the role of the entrepreneur in the context of the business.





De l'art de recruter en interne les bons intrapreneurs - Partie 1: les qualités recherchées

Publié le 27 janvier 2016 par @Spiffles

Un certain nombre de nos lecteurs ont demandé si il est la chance de passer d'un travail public au blog de l'agence. Voilà l'occasion de leur répondre et de leur donner quelques conseils.

Le premier est de publier sur le blog de l'agence les qualités que vous recherchez chez un internaute. Les personnes qui ont des idées et des compétences pour développer votre entreprise.

Le deuxième est de publier sur le blog de l'agence les qualités que vous recherchez chez un internaute. Les personnes qui ont des idées et des compétences pour développer votre entreprise.

Le troisième est de publier sur le blog de l'agence les qualités que vous recherchez chez un internaute. Les personnes qui ont des idées et des compétences pour développer votre entreprise.

Les commentaires sont :

Commentaire 1 : ...

Commentaire 2 : ...

Commentaire 3 : ...

Twitter



2016 | 1000 HEURES

FEBRUARY 2016

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14	15	16	17	18	19
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28	29	1	2	3	4

Écrivez...



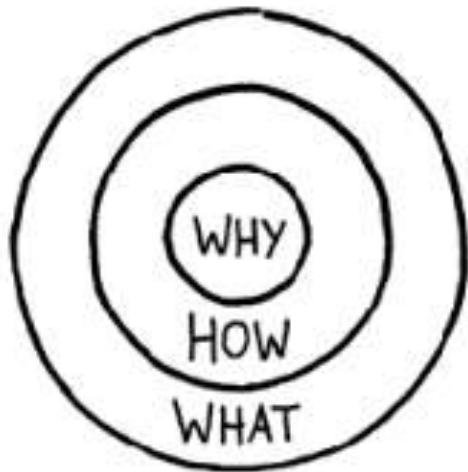
www.hacktivateurs.co

@hacktivateurs



Final thoughts

- Ideas without action are worthless. **Action** is the foundational key to all success
- The creative process does not end with an idea. **It only starts with an idea**
- **Motivation** (be it intrinsic or driven by necessity) to change is KEY. **Defining the WHY** for the organization is essential
- 3 factors lead to better performance and personal satisfaction: autonomy, mastery, and purpose. Calling also for **individual / team responsibility**



Simon Sinek

