# CORPORATE ENTREPRENEURSHIP AND INNOVATION

## Entrepreneurial Development within Organizations

#### **Second Edition**

#### Michael H. Morris, Ph.D.

Chris J. Witting Chair in Entrepreneurship, Whitman School of Management, Syracuse University

#### Donald F. Kuratko, Ph.D.

The Jack M. Gill Chair of Entrepreneurship, The Kelley School of Business, Indiana University—Bloomington

#### Jeffrey G. Covin, Ph.D.

The Samuel & Pauline Glaubinger Professor of Entrepreneurship,
The Kelley School of Business,
Indiana University—Bloomington



### **CONTENTS**

SECTION 1: BUILDING BLOCKS FOR CORPORATE ENTREPRENEURS	HIP 1
CHAPTER 1 THE NEW ENTREPRENEURIAL IMPERATIVE	3
Introduction	3
Turbulent Environments and the Embattled Corporation	4
The New Path to Sustainable Competitive Advantage	7
What is Entrepreneurship?	9
What is Corporate Entrepreneurship?	11
Management Versus Entrepreneurship	12
Why Companies Lose their Entrepreneurial Way: The Organizational	
The Entrepreneurial Imperative: A Persistent Sense of Urgency	19
A Model of Corporate Entrepreneurship and Guide to Coming Chapte	
Summary and Conclusions	24
CHAPTER 2 THE UNIQUE NATURE OF CORPORATE	
Entrepreneurship	26
Introduction	26
Dispelling the Myths and Sidestepping the Folklore	27
Entrepreneurial Realities: Understanding the Process	30
How Corporate Entrepreneurship Differs	33
Where to Find Entrepreneurship within a Company	43
General Frameworks for Understanding Corporate Entrepreneurship	46
Summary and Conclusions	52
CHAPTER 3 LEVELS OF ENTREPRENEURSHIP IN ORGANIZATIONS:	
Entrepreneurial Intensity	54
Introduction	54
Exploring the Dirhensions of Entrepreneurship	54
Entrepreneurial Intensity: Combining Degree and Frequency of Entrepr	eneurship 69
Applying the Entrepreneurial Grid to Organizations	70
Applying the Grid at the Level of the Individual Manager	· 72
Things We Know and don't Know about Entrepreneurial Intensity	7 <del>4</del>
Summary and Conclusions	78
CHAPTER 4 THE FORMS OF CORPORATE ENTREPRENEURSHIP	80
Introduction -	80
Corporate Venturing: Bringing New Businesses to the Corporation	81
Strategic Entrepreneurship: Innovating in Pursuit of Competitive Advan	tage 88

The Business Model as a Vehicle for Corporate Entrepreneurship		93
The Open Innovation Revolution		97
Summary	and Conclusions	100
CHAPTER 5	ENTREPRENEURSHIP IN OTHER CONTEXTS:	
	NON-PROFIT AND GOVERNMENT ORGANIZATIONS	102
Introducti	on	102
Applying	Entrepreneurial Concepts to the Non-Profit and Public Sectors	103
	Entrepreneurship in Non-Profit Organizations	106
	Entrepreneurship in Government Organizations	112
	lic Sector Managers View Entrepreneurship	122
	intrepreneurial Government	127
Summary	and Conclusions	132
SECTION II:	CREATING THE ENTREPRENEURIAL ORGANIZATION	135
CHAPTER 6	HUMAN RESOURCES AND THE ENTREPRENEURIAL ORGANIZATI	ON:
	THE CREATIVE INDIVIDUAL	137
Introducti	on	137
	tive Individual in a Company	137
	tive Process	139
	tive Blocks	142
Creativity	Techniques and Creative Quality	144
-	epreneurial Personality	145
	g Entrepreneurial Behavior	148
	orate Entrepreneurs Different?	149
Categorie	s of Entrepreneurs	151
Critical F	Roles in Corporate Entrepreneurship	155
Myths ab	out Corporate Entrepreneurs	: 157
Ą Final I	Thought: Are You a Corporate Entrepreneur?	159
Summary	and Conclusions	162
CHAPTER 7	HUMAN RESOURCES AND THE ENTREPRENEURIAL ORGANIZATION	
	THE ORGANIZATIONAL PERSPECTIVE	164
f. Introducti	on	164
Understat	nding the HRM Function	165
Creating	the Work Environment	167
	d the Paradox of Creative Abrasion	168
HRM Pa	olicies and Entrepreneurship —	169
Some Ev	idence to Support the Relationships	<sup>5</sup> 173
Motivatio	m and the Critical Role of Reward Systems	175

The Need for a Champions Program Summary and Conclusions  CHAPTER 8 CORPORATE STRATEGY AND ENTREPRENEURSHIP Introduction 188 Introduction 188 The Changing Landscape 188 Does the Dominant Logic Fit the Competitive Landscape? 191 The Role of Strategic Management and Corporate Strategy 192 Integrating Entrepreneurship with Strategy 194 Managing Innovation Strategically: A Portfolio Approach 198 Technology, Entrepreneurship, and Strategy 203 Technology-Push Versus Market-Pull Approaches 204 Key Strategic Concepts: Entrepreneurship as the Driver 208 Entrepreneurial Strategy: Some Contributing Factors 212 Implementation Issues: Fatal Visions 216 Summary and Conclusions 220  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP 179Es of Structures Links to an Entrepreneurial Strategy 226 An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives 242 Introduction 243 Summary and Conclusions 244 CHAPTER 10 DEVELOPING An Entrepreneurial Culture 250 The Nature of Culture in Organization Design Alternatives 261 Introduction 270 CHAPTER 10 DEVELOPING An Entrepreneurial Culture 271 Core Ideology and the Envisioned Future 272 Core Ideology and the Envisioned Future 273 Core Ideology and the Envisioned Future 274 Core Ideology and the Envisioned Future 275 Elements of an Entrepreneurial Culture 276 Entrepreneurial Leadership Through Culture: The Cintas Corporation 277 Entrepreneurial Leadership Through Culture: The Cintas Corporation 278 Cultures within Cultures 278 Cultures within Cultures	Subordinates' View of the Entrepreneurial Manager	180
CHAPTER 8 CORPORATE STRATEGY AND ENTREPRENEURSHIP  Introduction  1888 The Changing Landscape 1981 Does the Dominant Logic Fit the Competitive Landscape? 1991 The Role of Strategic Management and Corporate Strategy 1992 Integrating Entrepreneurship with Strategy 1994 Managing Inmovation Strategically: A Portfolio Approach 1998 Technology, Entrepreneurship, and Strategy 2003 Technology Limits and Platforms 2004 Technology-Push Versus Market-Pull Approaches 2006 Key Strategic Concepts: Entrepreneurship as the Driver 2008 Entrepreneurial Strategy: Some Contributing Factors 2016 Implementation Issues: Fatal Visions 2016 Summary and Conclusions 2020  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP 2021 Introduction 2022 The Components of Structure 2024 Types of Structures: Links to an Entrepreneurial Strategy 2026 An Entrepreneurial Structure and the Concept of Cycling 2033 Structures to Support New Product/Service Development Projects 2038 Entrepreneurial Projects: Structures within Structures 2041 Structuring Relationships between Entrepreneurial Initiatives 2041 And the Corporation: Some Organization Design Alternatives 2043 /Summary and Conclusions 2040 CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 2050 Introduction 2050 The Nature of Culture in Organizations 2050 The Nature of Culture in Organizations 2050 The Pieces and Parts of Culture 2051 Core Ideology and the Envisioned Future 2054 Ceneric Culture Types 2055 Elements of an Entrepreneurial Culture 2058 Entrepreneurial Leadership Through Culture: The Cintas Corporation 2062 Exploring a Key Value: Individualism 2075 A Different View of Failure 2076 Cultures within Cultures	The Need for a Champions Program	181
Introduction The Changing Landscape Does the Dominant Logic Fit the Competitive Landscape? 191 The Role of Strategic Management and Corporate Strategy 192 Integrating Entrepreneurship with Strategy 194 Managing Innovation Strategically: A Portfolio Approach 198 Technology, Entrepreneurship, and Strategy 203 Technology Limits and Platforms 204 Technology-Push Versus Market-Pull Approaches 206 Key Strategic Concepts: Entrepreneurship as the Driver 208 Entrepreneurial Strategy: Some Contributing Factors 212 Implementation Issues: Fatal Visions 213 Summary and Conclusions 224 CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction 222 The Components of Structure 104 The Components of Structure 105 The Components of Structure and the Concept of Cycling 233 Structures Evolve 133 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives 242 Introduction 250 The Nature of Culture in Organization Design Alternatives 243 Summary and Conclusions 250 The Nature of Culture in Organizations 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 252 Elements of an Entrepreneurial Culture 253 Entrepreneurial Leadership Through Culture: The Cintas Corporation 263 A Different View of Failure 264 Cultures within Cultures 269	Summary and Conclusions	184
The Changing Landscape  Does the Dominant Logic Fit the Competitive Landscape?  191 The Role of Strategic Management and Corporate Strategy 192 Integrating Entrepreneurship with Strategy 194 Managing Innovation Strategically: A Portfolio Approach 198 Technology, Entrepreneurship, and Strategy 203 Technology Limits and Platforms 204 Technology-Push Versus Market-Pull Approaches 206 Key Strategic Concepts: Entrepreneurship as the Driver 208 Entrepreneurial Strategy: Some Contributing Factors 109 Entrepreneurial Strategy: Some Contributing Factors 109 Entrepreneurial Stratesies: Fatal Visions 100 Summary and Conclusions 100  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP 101 102 Introduction 102 Introduction 103 104 105 105 106 107 107 107 107 107 107 107 107 107 107	CHAPTER 8 CORPORATE STRATEGY AND ENTREPRENEURSHIP	188
Does the Dominant Logic Fit the Competitive Landscape?  The Role of Strategic Management and Corporate Strategy Integrating Entrepreneurship with Strategy Integrating Entrepreneurship with Strategy Integrating Innovation Strategically: A Portfolio Approach Integrating Innovation Strategy: 203 Interpreneurial Strategy: Some Contributing Factors Integreneurial Strategy: Some Contributing Factors Implementation Issues: Fatal Visions Integrating Interpreneurship as the Driver Introduction Introduction Introduction Integrating Interpreneurship Interpreneurship Introduction Integrating Integration Integration Integrated Introduction Integrating Integration Integration Integrated Integration Integrating Integration Integration Integrated Integr	Introduction	188
Does the Dominant Logic Fit the Competitive Landscape?  The Role of Strategic Management and Corporate Strategy  Integrating Entrepreneurship with Strategy  Integrating Entrepreneurship with Strategy  Managing Innovation Strategically: A Portfolio Approach  Technology, Entrepreneurship, and Strategy  Technology Limits and Platforms  Technology-Push Versus Market-Pull Approaches  Rey Strategic Concepts: Entrepreneurship as the Driver  Entrepreneurial Strategy: Some Contributing Factors  Implementation Issues: Fatal Visions  Summary and Conclusions  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP  Introduction  The Components of Structure  How Structures Evolve  Types of Structures: Links to an Entrepreneurial Strategy  An Entrepreneurial Structure and the Concept of Cycling  Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporation: Some Organization Design Alternatives  (CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  269	The Changing Landscape	188
Integrating Entrepreneurship with Strategy Managing Innovation Strategically: A Portfolio Approach 198 Technology, Entrepreneurship, and Strategy 203 Technology Limits and Platforms 204 Technology-Push Versus Market-Pull Approaches 206 Key Strategic Concepts: Entrepreneurship as the Driver 208 Entrepreneurial Strategy: Some Contributing Factors 212 Implementation Issues: Fatal Visions 226  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP 227 Introduction 228 Introduction 229 The Components of Structure 220 How Structures Evolve 230 Types of Structures: Links to an Entrepreneurial Strategy 231 Structures to Support New Product/Service Development Projects 232 Entrepreneurial Projects: Structures within Structures 233 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives 243 Summary and Conclusions 248 CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 251 The Pieces and Parts of Culture 252 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 256 Entrepreneurial Leadership Through Culture: The Cintas Corporation 267 Exploring a Key Value: Individualism 268 A Different View of Failure 269 Cultures within Cultures	• •	191
Managing Innovation Strategically: A Portfolio Approach 198 Technology, Entrepreneurship, and Strategy 203 Technology Limits and Platforms 204 Technology-Push Versus Market-Pull Approaches Enterpreneurial Strategy: Some Contributing Factors Entrepreneurial Strategy: Some Contributing Factors Implementation Issues: Fatal Visions 216 Summary and Conclusions 227 CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction 228 The Components of Structure 129 Introduction 220 The Components of Structure 120 The Structures Evolve 121 Types of Structures: Links to an Entrepreneurial Strategy 224 Types of Structures: Links to an Entrepreneurial Strategy 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives 243 And the Corporation: Some Organization Design Alternatives 244 Summary and Conclusions 248 CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction The Nature of Culture in Organizations The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 252 Generic Culture Types 255 Elements of an Entrepreneurial Culture Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure Cultures within Cultures	The Role of Strategic Management and Corporate Strategy	192
Technology, Entrepreneurship, and Strategy Technology Limits and Platforms 204 Technology-Push Versus Market-Pull Approaches Entrepreneurial Strategy: Some Contributing Factors Entrepreneurial Strategy Entroduction CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction The Components of Structure How Structures Evolve Entrepreneurial Structure and the Concept of Cycling Entrepreneurial Structure and the Concept of Cycling Entrepreneurial Projects: Structures within Structures Entrepreneurial Projects: Structures within Structures Entrepreneurial Projects: Structures within Structures Entrepreneurial Projects: Structures within Design Alternatives And the Corporation: Some Organization Design Alternatives Entrepreneurial Culture in Organizations The Nature of Culture in Organizations The Pieces and Parts of Culture Core Ideology and the Envisioned Future Entrepreneurial Leadership Through Culture: The Cintas Corporation Exploring a Key Value: Individualism A Different View of Failure Cultures within Cultures	Integrating Entrepreneurship with Strategy	194
Technology Limits and Platforms  Technology-Push Versus Market-Pull Approaches  Key Strategic Concepts: Entrepreneurship as the Driver  Entrepreneurial Strategy: Some Contributing Factors  Implementation Issues: Fatal Visions  216  Summary and Conclusions  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP  Introduction  The Components of Structure  Introduction  The Components of Structure  222  How Structures Evolve  224  Types of Structures: Links to an Entrepreneurial Strategy  226  An Entrepreneurial Structure and the Concept of Cycling  233  Structures to Support New Product/Service Development Projects  238  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporation: Some Organization Design Alternatives  443  Summary and Conclusions  248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Core Ideology and the Envisioned Future  250  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures	· · · · · · · · · · · · · · · · · · ·	198
Technology-Push Versus Market-Pull Approaches Key Strategic Concepts: Entrepreneurship as the Driver Entrepreneurial Strategy: Some Contributing Factors Entrepreneurial Strategy: Some Contributing Factors Implementation Issues: Fatal Visions Summary and Conclusions  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction 222 Interpreneurial Structure Introduction 222 How Structures Evolve 224 Types of Structures: Links to an Entrepreneurial Strategy An Entrepreneurial Structure and the Concept of Cycling Structures to Support New Product/Service Development Projects Entrepreneurial Projects: Structures within Structures and the Corporation: Some Organization Design Alternatives and the Corporation: Some Organization Design Alternatives  Late Organization Introduction 250 The Nature of Culture in Organizations 251 Core Ideology and the Envisioned Future Generic Culture Types Elements of an Entrepreneurial Culture Entrepreneurial Leadership Through Culture: The Cintas Corporation Exploring a Key Value: Individualism A Different View of Failure Cultures within Cultures  Cultures within Cultures	• • • •	203
Technology-Push Versus Market-Pull Approaches Key Strategic Concepts: Entrepreneurship as the Driver Entrepreneurial Strategy: Some Contributing Factors Entrepreneurial Strategy: Some Contributing Factors Implementation Issues: Fatal Visions 216 Summary and Conclusions 220  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction 222 The Components of Structure How Structures Evolve Types of Structures: Links to an Entrepreneurial Strategy An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects Entrepreneurial Projects: Structures within Structures and the Corporation: Some Organization Design Alternatives and the Corporation: Some Organization Design Alternatives  Lintroduction The Nature of Culture in Organizations The Pieces and Parts of Culture Core Ideology and the Envisioned Future Generic Culture Types Elements of an Entrepreneurial Culture Entrepreneurial Leadership Through Culture: The Cintas Corporation Exploring a Key Value: Individualism A Different View of Failure Cultures within Cultures	Technology Limits and Platforms	204
Entrepreneurial Strategy: Some Contributing Factors  Implementation Issues: Fatal Visions  220  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP  Introduction  222  The Components of Structure  224  Types of Structures: Links to an Entrepreneurial Strategy  An Entrepreneurial Structure and the Concept of Cycling  333  Structures to Support New Product/Service Development Projects  238  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporations  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  250  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Entrepreneurial Leadership Through Culture: The Cintas Corporation  262  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  265  Cultures within Cultures	Technology-Push Versus Market-Pull Approaches	206
Entrepreneurial Strategy: Some Contributing Factors Implementation Issues: Fatal Visions Summary and Conclusions  CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP Introduction 222 Intermediation Structure Intermediation Structure Intermediation Structure Intermediation Structure Intermediation Structure Intermediation Structure Interpreneurial Structure Strategy Interpreneurial Structure and the Concept of Cycling Structures Structures and the Concept of Cycling Structures Structures within Structures Interpreneurial Projects: Structures within Structures and the Corporation: Some Organization Design Alternatives Interpreneurial Projects Structures Structures Interpreneurial Initiatives Interpreneurial Conclusions  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE Structure of Culture in Organizations Interduction Structure Interpreneurial Interpreneurial Interpreneurial Concerned Interpreneurial Interpreneu	Key Strategic Concepts: Entrepreneurship as the Driver	208
CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP  Introduction  The Components of Structure  How Structures Evolve  Types of Structures: Links to an Entrepreneurial Strategy  An Entrepreneurial Structure and the Concept of Cycling  Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporation: Some Organization Design Alternatives  243  Summary and Conclusions  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  269		212
CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP  Introduction  222 The Components of Structure 224 Types of Structures: Links to an Entrepreneurial Strategy 226 An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives 243 Summary and Conclusions 248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures	Implementation Issues: Fatal Visions	216
Introduction 2222 The Components of Structure 2222 How Structures Evolve 2224 Types of Structures: Links to an Entrepreneurial Strategy 226 An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives 243 And the Corporation: Some Organization Design Alternatives 243 Summary and Conclusions 248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269	Summary and Conclusions	220
The Components of Structure  How Structures Evolve  Types of Structures: Links to an Entrepreneurial Strategy  An Entrepreneurial Structure and the Concept of Cycling  Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporations Developing Alternatives  243  Summary and Conclusions  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  269	CHAPTER 9 STRUCTURING THE COMPANY FOR ENTREPRENEURSHIP	222
The Components of Structure  How Structures Evolve  Types of Structures: Links to an Entrepreneurial Strategy  An Entrepreneurial Structure and the Concept of Cycling  Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporations Some Organization Design Alternatives  Summary and Conclusions  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures	Introduction	222
How Structures Evolve Types of Structures: Links to an Entrepreneurial Strategy 226 An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives 243 Summary and Conclusions 248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures		222
Types of Structures: Links to an Entrepreneurial Strategy An Entrepreneurial Structure and the Concept of Cycling 233 Structures to Support New Product/Service Development Projects 238 Entrepreneurial Projects: Structures within Structures 241 Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives 243 Summary and Conclusions 248 CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures	•	
An Entrepreneurial Structure and the Concept of Cycling  Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  Entrepreneurial Projects: Structures within Structures  and the Corporation: Some Organization Design Alternatives  and the Corporations  243  Summary and Conclusions  246  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  269		
Structures to Support New Product/Service Development Projects  Entrepreneurial Projects: Structures within Structures  Structuring Relationships between Entrepreneurial Initiatives  and the Corporation: Some Organization Design Alternatives  243  Summary and Conclusions  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  250  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  265  Cultures within Cultures		
Entrepreneurial Projects: Structures within Structures  Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives  243 Summary and Conclusions  248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures	• • • • •	
Structuring Relationships between Entrepreneurial Initiatives and the Corporation: Some Organization Design Alternatives 243 Summary and Conclusions 248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE 250 Introduction 250 The Nature of Culture in Organizations 250 The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures	••	241
and the Corporation: Some Organization Design Alternatives  Summary and Conclusions  248  CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  248  250  251  252  253  254  255  255  256  257  258  258  259  269		
CHAPTER 10 DEVELOPING AN ENTREPRENEURIAL CULTURE  Introduction  The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures		243
Introduction250The Nature of Culture in Organizations250The Pieces and Parts of Culture251Core Ideology and the Envisioned Future254Generic Culture Types255Elements of an Entrepreneurial Culture258Entrepreneurial Leadership Through Culture: The Cintas Corporation262Exploring a Key Value: Individualism263A Different View of Failure265Cultures within Cultures269		248
Introduction250The Nature of Culture in Organizations250The Pieces and Parts of Culture251Core Ideology and the Envisioned Future254Generic Culture Types255Elements of an Entrepreneurial Culture258Entrepreneurial Leadership Through Culture: The Cintas Corporation262Exploring a Key Value: Individualism263A Different View of Failure265Cultures within Cultures269	Chapter 10 Developing an Entrepreneurial Culture	250
The Nature of Culture in Organizations  The Pieces and Parts of Culture  Core Ideology and the Envisioned Future  Generic Culture Types  Elements of an Entrepreneurial Culture  Entrepreneurial Leadership Through Culture: The Cintas Corporation  Exploring a Key Value: Individualism  A Different View of Failure  Cultures within Cultures  250  251  252  253  254  255  258  258  258  258  269		250
The Pieces and Parts of Culture 251 Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269	<del></del>	
Core Ideology and the Envisioned Future 254 Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269		
Generic Culture Types 255 Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269	•	
Elements of an Entrepreneurial Culture 258 Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269		
Entrepreneurial Leadership Through Culture: The Cintas Corporation 262 Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269		
Exploring a Key Value: Individualism 263 A Different View of Failure 265 Cultures within Cultures 269		
A Different View of Failure 265 Cultures within Cultures 269		
Cultures within Cultures 269		
	_ ,	
Summary and Conclusions 272	Summary and Conclusions	272

SECTION III: ACHIEVING AND SUSTAINING ENTREPRENEURIAL PERFORMANCE	275
CHAPTER 11 CONSTRAINTS ON ENTREPRENEURIAL PERFORMANCE	277
Introduction	277
A Framework for Understanding the Obstacles	278
Coming Up Short: Limitations of the Corporate Entrepreneur	285
Corporate Innovators or Rogue Managers: An Ethical Dilemma	290
Overcoming the Obstacles and Constraints	293
Focusing on the Right Obstacles at the Right Time	297
Summary and Conclusions	299
CHAPTER 12 LEADING THE ENTREPRENEURIAL	
Organization	302
Introduction	302
Top-Level Managers in the Entrepreneurial Organization	302
Middle-Level Managers: Linchpins in the Entrepreneurial Organization	309
First-Level Managers and Non-Managerial Personnel: Entrepreneurship at the	
Grassroots Level	313
Entrepreneurial Outcomes	315
Summary and Conclusions	320
CHAPTER 13 ASSESSING ENTREPRENEURIAL PERFORMANCE	323
Introduction	323
Assessing Entrepreneurial Activity in Companies	324
A Systematic Approach: The Entrepreneurial Health Audit	326
Assessing Individual Entrepreneurial Projects	337
Discovery-Driven Planning	347
Developing a Comprehensive Corporate Venture Plan	348
Sustainable Entrepreneurship: A Dual Focus	351
Summary and Conclusions	361
CHAPTER 14 CONTROL AND ENTREPRENEURIAL ACTIVITY	364
<sup>'</sup> Introduction	364
The Nature of Control in Organizations	365
/ Organizations Out of Control: A Story of Unintended Consequences	367
Dimensions of Control and Entrepreneurship	369
The Entrepreneurial Philosophy of Control	371
Concept of Balance: Simultaneous Looseness and Tightness	375
Expanding on the Concept of Slack	377
Internal Venture Capital Pools	378
Control and Costs: The Open Book Revolution	379
The Concept of Profit Pools	381
Summary and Conclusions	386

CHAPTER 15	SUSTAINING ENTREPRENEURIAL PERFORMANCE	
	IN THE TWENTY-FIRST CENTURY ORGANIZATION	388
Introduction	ı	388
Developing	a Personal Approach to the Entrepreneurial Process	389
The Import	tance of Sponsors	393
The Dark	Side of Entrepreneurship	395
Recognizing and Managing the Triggering Events		398
Creating a Sense Of Urgency		401
The Adapt	ive Organization	404
The New Strategic Imperatives: Embracing Paradoxes		408
The Entrepreneurial Mindset		412
The Entrepreneurial Firm: A Dynamic Incubator		414
Summary a	and Conclusions	419
INDEX		423