



The Social Intrapreneur's DNA Research Report 2014

Introduction:

The big picture

A social intrapreneur is an entrepreneur inside an existing organization that is creating innovations that have a social or environmental impact. Social intrapreneurs are focused on driving social change and addressing unmet needs in the market that generate long-term value for their organizations and society. They understand the role that business can play in contributing to society while still making money.

Social intrapreneurs are a different breed of leaders compared to regular executives. It is not an official position and so you will find social intrapreneurs in all realms, functions and levels of an organization: corporate responsibility, sustainability, innovation, business management or staff functions. It's the beliefs and aspirations that unite this highly diverse group of leaders.

The role of business is changing, and the social intrapreneur has emerged as a new type of leader in many organizations. The role of the social intrapreneur has evolved into one of prominence and importance in today's corporate world.

The question is not whether or not your organization wants to embrace this new type of leader. You can't afford not to do so.

The questions are:

Do you know who your social intrapreneurs are and are you offering them the right development opportunities?

Are you able to best leverage their strengths to drive sustainable and social innovation, and to lead the cultural transformation necessary to thrive in the new economy?

And if you are a social intrapreneur yourself, the question is - are you able to make the best use of your natural strengths yet?

To address these questions and more, this research report decodes the Social Intrapreneur's DNA.

For many organizations, social intrapreneurship is still a hidden capacity. It is our goal to help you unlock and leverage these untapped forces to drive innovation, employee engagement and business performance.

Susan Foley

Founder and Managing Partner, Corporate Entrepreneurs LLC
www.social-intrapreneur-profile.com

Executive Summary

In 2007, we developed the Corporate Entrepreneur Profile™ to better understand the role of entrepreneurs inside large organizations. In response to the growing interest in social innovation in those same organizations, now we've developed the Social Intrapreneur Profile™

Our goal was to determine if and how social intrapreneurs were different from their counterparts, corporate entrepreneurs who have consistently been shown to be different from regular executives. The findings showed that social intrapreneurs have their own distinct set of competencies. Some of them were the same as corporate entrepreneurs, but many were different.

We worked with senior executives across a wide spectrum of industries in the United States, Europe and Asia. These individuals were responsible for their organizations social innovations, corporate social responsibility (CSR) and sustainability functions or other social and environmental initiatives. Each of these individuals exhibited behaviors and competencies that set them apart from their peers.

In addition, we talked with industry experts, foundations and organizations focused on developing social intrapreneurs; The League of Intrapreneurs, Ashoka, the BMW Foundation Herbert Quandt and we leveraged existing research from the Skoll Foundation, Cranfield University and Bainbridge Graduate Institute.

We now understand what it takes to be successful as a social intrapreneur inside an established organization. This report provides deeper insight into the key behaviors and competencies needed to be effective. We also look at the evolution of social intrapreneurs, compare social intrapreneurs to corporate entrepreneurs, and look at how culture and context influence results.

These are the key findings about social intrapreneurs:

- *Aligning market and customer needs to the business was critical*
- *Being independent and politically savvy was important*
- *A deeper understanding of the core business was needed to succeed*
- *Higher levels of collaboration and partnership was required*
- *Effective and passionate communication was needed to gain support*
- *Energy and vitality was required to push through barriers*
- *Dealing with complexity and uncertainty was extremely important*
- *Sharing information, instructing others, and influencing people was key*
- *Flexibility and resilience was needed to deal with setbacks*
- *Self-confidence and personal power was needed to stay the course*

Prelude:

Why is social intrapreneurship relevant?

Social intrapreneurs have been on the forefront of defining what it means for business to be socially responsible for a while. This was the new frontier only a few years ago. These individuals were the pioneers, charting a new course, testing the waters, seeing how far they could push the organization.

In 2011, it was clear that the role itself was still in its infancy. Individuals in large organizations were given responsibility without authority, asked to accomplish soft goals that were hard to measure let alone achieve, they had limited power and resources at their disposal and they were an anomaly to the rest of the organization.

In most organizations, the role of social intrapreneur or corporate social responsibility officer was a political one. The pressure to become more socially conscious was driving organizations to identify a figurehead that could represent them at conferences, become part of their branding and anchor their PR strategy. It was a way to ensure their customers and shareholders that they were consciously aware of the impact of their business on society.

Social responsibility was something that organizations knew was important but didn't always take seriously. Individuals who raised their hands to participate in their organizations social initiatives were in for a rude awakening.

One CSR executive said, "My organization says it is committed to social responsibility but we still don't have a seat at the executive table." Social responsibility took a back seat to business as usual.

Back then, social intrapreneurs lagged behind more experienced innovators in large organizations, in the competencies that one would need to successfully build and launch an innovation inside an existing organization. Many had not had an opportunity to see a social innovation through from idea to implementation. You can't be an intrapreneur, until you are intrapreneur. It's all about the experience.

The research showed that social innovators were a reflection of the core business. These individuals exhibited behaviors that were in line with more traditional management practices. These practices were fine for supporting an existing business but not as effective when trying to build a new business.

In 2014, all that has changed thanks to the pioneering efforts of thousands of individuals who took this role seriously; committed themselves to specific social causes and exhibited courage in the face of adversity. It is these individuals that we will talk about in this report.

They have matured, become more disciplined, more creative, more strategic and tactical. They are more savvy and resilient. They are more confident, more responsible and more prepared to deal with a rapidly changing environment.

Not only do we attribute this change to their experience but to the adoption of social innovation as part of the new business model. Although social innovation is not totally integrated into the fabric of the organization, it has been elevated in its status and focus within organizations.

Perhaps more importantly, for the first time we have four generations in the work force. Each generation has their own unique perspective on life and work. Each generation brings with them their values, their ideas and passion. The current generation is socially conscious and aware. They are ready to step up and make a difference.

We must keep in mind that most executives achieved their success by exploiting the core business, not building new ones. Without that experience there will always be a gap between traditional and entrepreneurial individuals. Once the current generation of executives retires, things may change - but for now there is a significant gap.

"2014's Most Valuable Employee: The Social Intrapreneur" - *Forbes.com*

The current research shows that only four percent of executives in large organizations are entrepreneurs or entrepreneurial. Only one percent can lead an existing business at the same time they are building a new one. Only five percent of employees are entrepreneurial. So you can see we have a ways to go.

Until we have more individuals in the role of social intrapreneur, it will take quite a while to fully leverage this capability within organizations.

The social intrapreneur is no longer a political role; it's strategic.

The research findings - The social intrapreneur:

Core competencies

Competencies are a set of behaviors or actions needed to successfully perform a job. A competency is a set of skills, knowledge and experience that have been developed over time. A level of proficiency is needed to perform a specific job.

The Social Intrapreneur Profile™ consists of twenty core competencies. A competency can consist of five to eight behaviors. These behaviors are weighted according to their priority and to whether or not the score fell within the desired range. Then the scores are compared against a database of 10,000 other profiles to generate a percentile score.

“Social Intrapreneurs find new ways to better the world and make money. They succeed by delivering against these two seemingly divergent goals, and that is what makes them unique – they embrace paradox.” – Rahul Raj

Any score above seventy percent is considered superior performance, anything below thirty eight percent is considered inadequate. Social innovators exhibited superior performance in nine of the twenty competencies and marginal performance in ten. Only one score fell within the inadequate range.

There were three sets of competencies that were important to social intrapreneurs; business, entrepreneurial and social/personal competencies. It was this combination of competencies that enable social intrapreneurs to manage the pressure and balance the demands of this role. Social intrapreneurs exhibited stronger social/personal competencies, than business or entrepreneurial competencies.

Every job requires a set of specific skills and knowledge, especially a job that is new or different. Traditional job descriptions often lack definitions of the intangibles that result in exceptional performance. Organizations that ensure that their employees have the right capabilities enjoy increased productivity and profitability.

The Social Intrapreneur Profile™ was built specifically for social innovators and corporate responsibility and sustainability leaders.

The social intrapreneur: Competency strengths

The most important business competencies were:

- *Market/Customer Awareness*
- *Business Acumen*
- *Problem Solving*

Social innovators have strong market and customer orientations. They have a pulse on the market and customer needs. They also have a deep understanding of how the organization operates and they are effective in leveraging the resources of the company. They are action oriented problem solvers.

Some of the other business competencies where they exhibited marginal behavior were; strategic and analytical thinking, motivating and being politically savvy.

The top entrepreneurial competencies were:

- *Independent Thinking*
- *Navigating Uncertainty*
- *Engaged & Thriving*

Social innovators are independent and independent thinkers. They respect authority but are willing to question and challenge them. They deal effectively with uncertainty by embracing complexity and the unknown. They are highly engaged and energized by their work. They enjoy being challenged.

In turn, they exhibited marginal performance in these other entrepreneurial competencies; driving change, leadership effectiveness and execution.

The strongest social/personal competencies were:

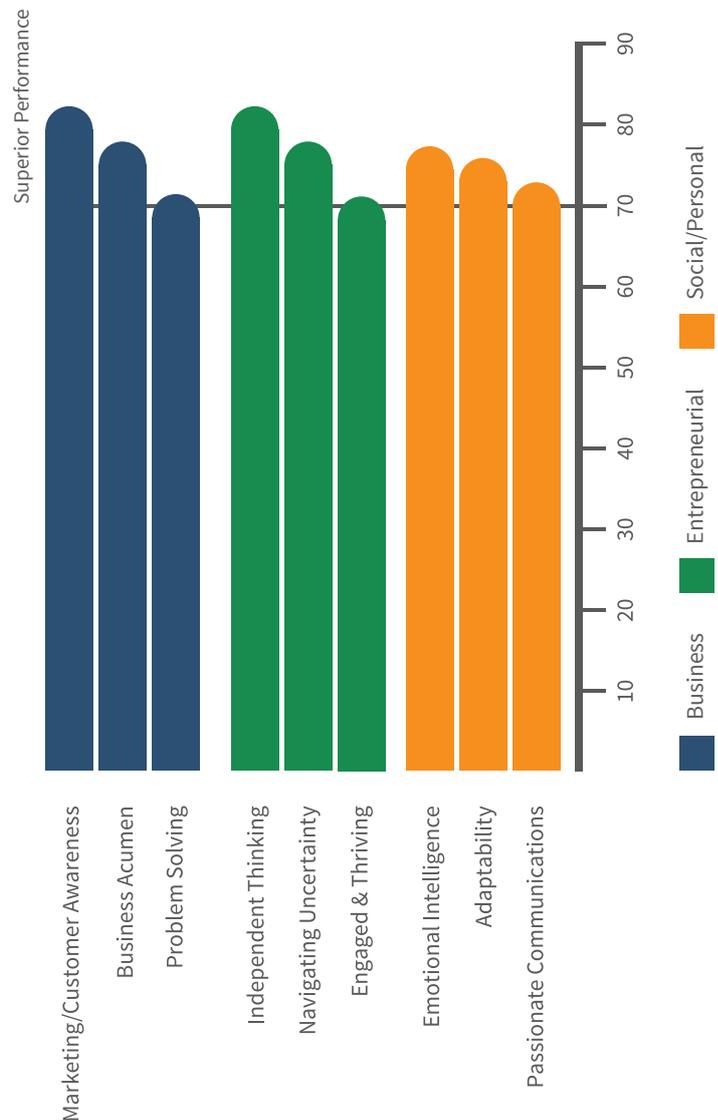
- *Emotional Intelligence*
- *Adaptability*
- *Passionate Communication*

Social innovators scored high when it came to emotional intelligence, adaptability and passionate communications. They were emotionally savvy and self-aware. They were highly adaptable to changing situations. They showed passion and conviction for what they were doing.

The social/personal competencies where they were not as strong were: authenticity, resilience and partnering/collaboration.

This graph shows the mix of competencies where social intrapreneurs exhibited superior performance. A score of 70+ is considered superior performance.

Mix of Competencies



The social intrapreneur: Competency Changes 2011 to 2014

The results highlight the fact that social intrapreneurs have a strong mix of business, entrepreneurial and social competencies that enable them to operate effectively in their respective organizations.

But these results also helped us understand that for many social intrapreneurs, the role itself is still evolving.

When we looked at the top social innovators in our research, the average number of competencies where they had superior performance was fifteen versus nine. When we looked at social intrapreneurs versus corporate entrepreneurs, we found that corporate entrepreneurs had superior performance in thirteen of the twenty competencies.

These results are not surprising. It takes time and experience to develop many of these competencies.

The overall change from 2011 to 2014 was small, only 4%. Many of the competencies of social intrapreneurs have improved since our original research in 2011.

In turn, there were a number of competencies where we saw a decrease.

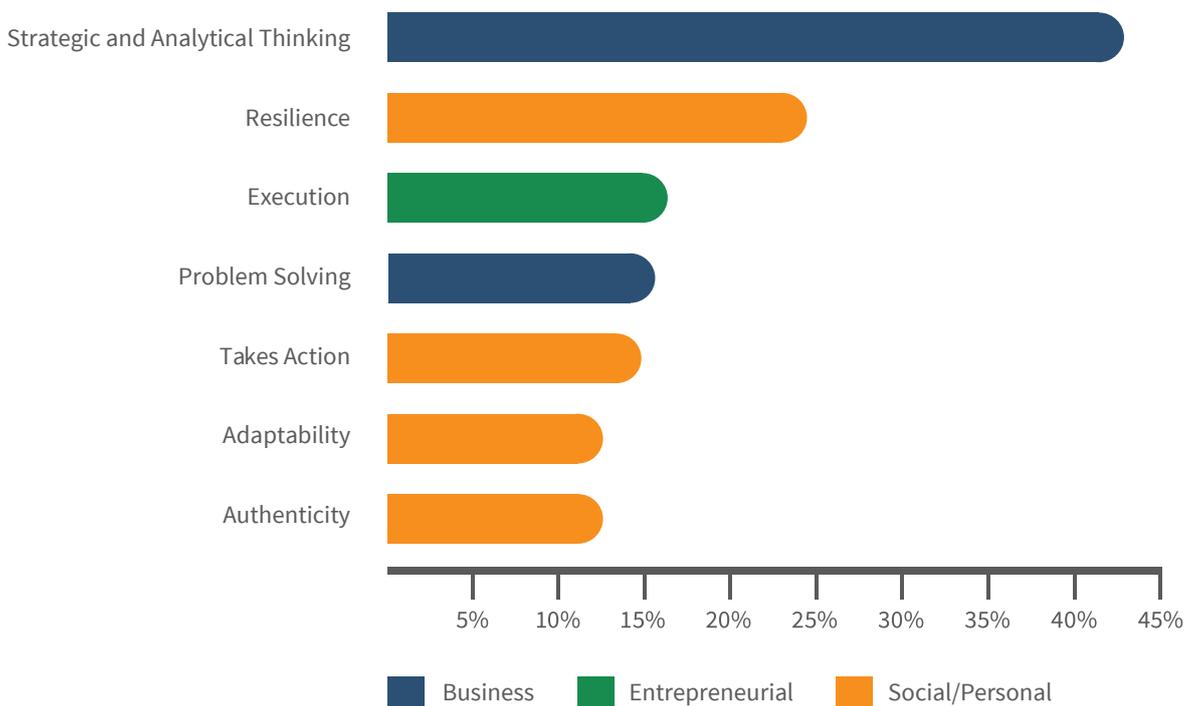
- *Partnering/Collaboration*
- *Leadership Effectiveness*
- *Passionate Communications*
- *Political Savvy*

Many of these changes are a reflection of the maturing of the role and the adoption of social intrapreneurship as a viable business model in today's organizations.

These changes also occurred because we included more European and Asian companies that tended to be more disciplined, structured and process oriented.

The results confirmed that a core set of competencies are important for the role of social intrapreneur. Only one of the top six competencies from our prior research in 2011 was replaced by another. The other five top competencies remained the same, assuring us that we had accurately identified the top competencies of social intrapreneurs.

Competency Increase



The social intrapreneur:

Critical & important behaviors

In designing the Social Intrapreneur Profile™, we worked with an inventory of thirty three behaviors.

Behavior - the way in which one acts or conducts oneself, especially toward others.

We worked with social innovators to prioritize the behaviors into three categories: Critical, Important and Nice to Have. Then we worked with them to determine the desired range for each individual behavior.

A high behavior score is not necessarily a better score. There is a desired range of behavior. Doing too little of a behavior can be a problem and doing too much can also be a problem. A strength taken to an extreme can be a weakness. It can have an impact on others without realizing it.

Also, looking at behaviors in isolation is not always the best way to evaluate someone's performance. Many behaviors are related. For example, a person that is less decisive may also be more detailed oriented and need time to gather all the facts, or may find it hard to concentrate or may be less structured and have difficulty locating information before deciding. All of these other behaviors have an impact on decision making.

In interpreting the Social Intrapreneur Profile™, we look at behavior strength and behaviors that need development, as well as those in between in the satisfactory range. Although we believe that all three of these groupings are important, in this report we will only look at behavior strengths and needs development.

Behavior Strengths

Behaviors that were strengths of social intrapreneurs:

- *Learning*
- *Response to Change*
- *Presentation Style*
- *Planning*
- *Empathy*
- *Mobility*

Social intrapreneurs are avid learners. They are eager to experiment and try new things. They are enamored with learning. Learning is critical but it can also present issues in terms of a person's ability to stay focused, concentrate, complete tasks etc. Additionally, you must consider what impact this constant learning can have on others. Others may not be able to keep up or may feel inadequate.

Response to change is another behavior that is critical for social intrapreneurs. Being able to respond effectively to rapidly changing situations is part of their job. There are two sides to change, your ability to respond to change and your ability to drive change. Many social intrapreneurs respond well to change but were less effective when it comes to driving change.

Presentation style refers to your ability to engage others interest while presenting your ideas. This was a clear strength of social intrapreneurs. These individuals were effective in getting their points across and gaining acceptance of their ideas. Most felt compelled to use facts and data to get their point across because that was what was expected even though many of them were big picture oriented, not detail oriented.

Planning relates to thinking and organizing strategies for either the near or long term. Social intrapreneurs exhibited strong planning skills and capabilities. The strong planning scores reflect a more structured, disciplined and organized approach to developing social innovations. It was also influenced by cultures that are more process oriented.

Empathy is the ability to show genuine interest in understanding another person. Social intrapreneurs felt strongly that empathy was a key part of what they do. It was initially positioned as a nice to have behavior but we have since shifted it up the priority list. Empathy is important but it can also get in the way, slowing down decision making or causing emotional decisions.

Mobility refers to the ability to move around or travel. It was surprising how mobile social intrapreneurs make themselves. Traveling was an integral part of what they do and how they got things done. Although being mobile is important, it can get in the way of building relationships in the organization that may be critical to moving a project forward or collaborating with peers.

The social intrapreneur:

Critical & important behaviors

These behavior strengths reflect a mix of critical, important and nice to have behaviors. Given our research, we have adjusted them to be more aligned with what was deemed important for social intrapreneurs to do their job most effectively.

Behavior Development

Behaviors that need development;

- *Emotional Composure*
- *Listening*
- *Closure*
- *Ego*

Emotional composure refers to maintaining professional demeanor and poise. Many social intrapreneurs scored relatively low on this behavior, which indicated that they would raise their voices, lose their temper or become emotional when making a point. This was not surprising given the passion they have for their work and the fact that the desired range for this behavior was lower.

Listening refers to seeking to understand what others are saying. In many cases, social intrapreneurs are pre-occupied, extremely busy and less likely to take the time to listen. Listening is an important behavior that requires a good deal of focus and concentration, which is not one of their strengths. It requires more than just listening, it requires searching for clarification and meaning.

Closure refers to agreeing upon and completing courses of action with others. It requires discipline, cooperation and the ability to complete tasks in a timely manner. These related behaviors are not strengths of social intrapreneurs. Closure, however, is important in executing and delivering an innovation to the market.

Ego refers to gaining respect and demonstrating confidence. It also relates to how one defers to others or seeks recognition. Most social intrapreneurs defer to others, let them take the credit. This is admirable but can be perceived as a lack of confidence in one's self or their ideas. A strong ego is important for social intrapreneurs. They must demonstrate through their words and actions that they are capable, confident and responsible.

The social intrapreneur: Behavior Changes 2011 to 2014

The behaviors of social intrapreneurs have changed since our original research in 2011.

This is a reflection of the maturing of the role and the pressure on social intrapreneurs to demonstrate results.

We saw increases in some critical and important behaviors.

- *Response to Change*
- *Self-Responsibility*
- *Creativeness*
- *Closure*
- *Listening*
- *Planning*
- *Assertiveness*

Social intrapreneurs are demonstrating that they can respond effectively and quickly to changing situations. They are more creative, better at planning; take responsibility for their actions, are having more success bringing their projects to closure, are striving to listen better and are more aggressive in their efforts to get things done.

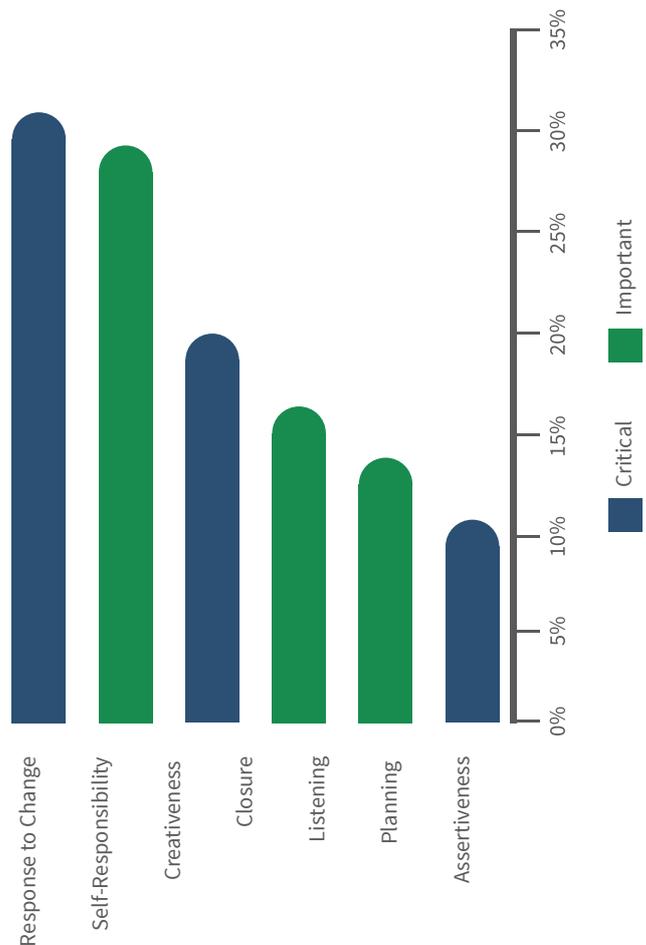
There were a number of behaviors where we saw decreases.

- *Initiative*
- *Communications*
- *Sociability*
- *Affiliation*
- *Time Competency*
- *Emotional Composure*

Social intrapreneurs are not always as proactive as they could be. They have a tendency to lead with facts and data when they communicate. They are more business oriented when dealing with others. They maintain a loose affiliation with the organization. They are not always effective in managing their time and they can often raise their voice when trying to make a point.

Like competencies, the behavior changes reflect greater depth of experience among social intrapreneurs.

Behavior Increases



The social intrapreneur:

Comparing Social intrapreneurs to Corporate Entrepreneurs

In 2007, we developed the Corporate Entrepreneur Profile™ to better understand the role of entrepreneurs inside large organizations. We found that corporate entrepreneurs were in fact a 'distinct' group of individuals inside organizations.

They were true mavericks, looking for new opportunities that were outside the scope of business as usual. They were focused on transformational innovations that had the potential to generate significant financial growth for their organization. Unlike social intrapreneurs they were less concerned about social or environmental impact.

In 2011, we decided to leverage what we had learned about corporate entrepreneurs and focus our efforts on understanding if and how social intrapreneurs and corporate entrepreneurs were different. What corporate entrepreneurs needed to do to be successful was just the opposite (180 degrees) of what was needed to run the core business.

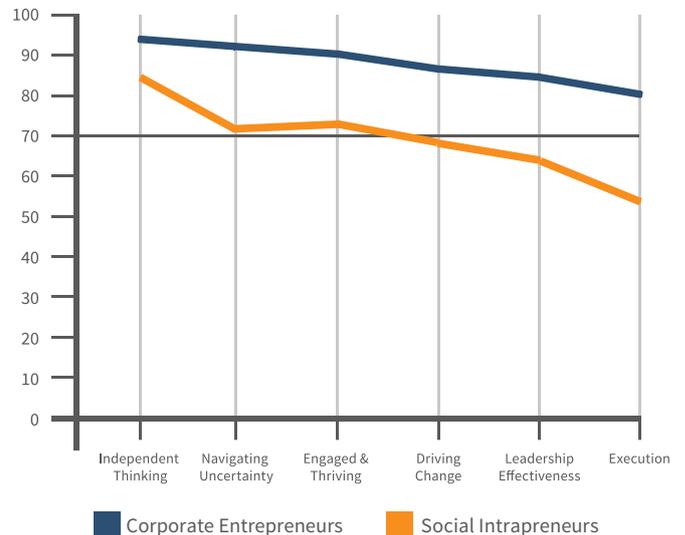
When it came to social intrapreneurs, it was a different story. In this case, it was more like a 90 degree difference. Social innovators were more aligned with the core business. Therefore, the behaviors and competencies they needed were similar in some ways, but different in other ways.

Even though corporate entrepreneurs had a stronger foothold in organizations, they were only a few years ahead of social intrapreneurs. At least they had made enough inroads to have designed, developed and implemented innovations demonstrating they had the capability to be successful as internal entrepreneurs.

Corporate entrepreneurs are independent thinkers, effective at navigating uncertainty, totally engaged at work, able to leverage limited resources to get things done, and are change agents focused on execution.

These competencies defined what it meant to be an entrepreneur in an established organization. Yet, it was in these key competencies where social intrapreneurs lagged behind in 2011.

- *Independent Thinking*
- *Navigating Uncertainty*
- *Engaged & Thriving*
- *Driving Change*
- *Leadership Effectiveness*
- *Execution*



Instead, social innovators excelled in competencies that were more closely aligned with the core business. These competencies enabled social intrapreneurs to integrate external market requirements and current business capabilities, leverage existing organizational resources, and solve problems.

- *Market/ Customer Awareness*
- *Business Acumen*
- *Problem Solving*

It was this insight that illustrated why social intrapreneurs needed a blend of both entrepreneurial and business competencies to be successful. They had to be more closely aligned and connected with the core business than corporate entrepreneurs. Leveraging existing assets in new ways for social good was more important than developing blue sky ideas.

Social intrapreneurs also enhanced our understanding of the social or personal competencies that are needed to be effective. Competencies like:

- *Authenticity*
- *Resilience*
- *Emotional Intelligence*

Comparing Social intrapreneurs to Corporate Entrepreneurs

Social intrapreneurs are authentic, resilient and emotionally intelligent. Their actions match their words. They are able to bounce back from adversity. They are emotionally savvy and self-aware. These competencies added a new dimension to who these individuals are.

All of these insights helped us see what it takes to be a social intrapreneur. It helped us identify the nuances that separated corporate entrepreneurs from social intrapreneurs. It helped us understand that the role had not yet gained traction in most organizations. It needed time to evolve.

In 2014, things have changed. Not only do social intrapreneurs have strong business competencies, they have enhanced their entrepreneurial competencies as well. In fact, what we see is a blend of both in the top ranking competencies for social intrapreneurs.

Today's social intrapreneurs are more independent, better able to deal with uncertainty and complexity, respond more effectively to changing situations, are highly adaptable and resilient. They are better problem solvers, more strategic and tactical. More structured, more disciplined and more creative. They are more empathic and compassionate.

Social intrapreneurs are stronger than corporate entrepreneurs when it comes to market and customer awareness, planning and managing conflict. They are more assertive, more adaptable and responsive to change. They scored higher in emotional intelligence and significantly higher in empathy.

When it comes to entrepreneurial competencies, corporate entrepreneurs continue to take the lead. Even though social intrapreneurs have made improvements in this area, they have not caught up yet. Corporate entrepreneurs score higher in navigating uncertainty, engaged and thriving,

driving change, leadership effectiveness and execution.

As far as social/personal competencies, corporate entrepreneurs and social intrapreneurs were more similar than different. Emotional intelligence was much higher for social intrapreneurs and resilience was higher for corporate entrepreneurs.

The research helped us see the social intrapreneur more clearly but it also raised a key question:

Is the role of social intrapreneur more challenging and more complex than being a corporate entrepreneur?

Social intrapreneurs must operate effectively in the core business at the same time they are building a new one. They need to build a strong bridge between the two. They must leverage existing assets in new ways that have a social or environmental impact. They need to create social value, while still making money. They must be loyal to their project, their social cause and to the organization. They need to show allegiance to all three.

It's a balancing act.

The social intrapreneur:

Culture influences and context

In this stage of our work, we wanted to gain a deeper understanding of the competencies and behaviors that social innovators needed to be successful in their role. We knew that both culture and context would have an impact on the results.

We wanted to create a baseline that would be relevant across cultures but which could be refined over time to reflect specific cultural and context requirements.

Our goal was to identify a subset of competencies that did not appear to be impacted by culture or context. We then looked for competencies and behavior that were impacted, adjusted them to reflect those differences and incorporated those changes into the Social Intrapreneur Profile™.

By creating a baseline, we have established a benchmark that individuals and organizations can use to compare and contrast themselves with individuals in these roles; social innovator, corporate social responsibility or social intrapreneur. We know that each organization will have its own unique requirements and the profile can be customized to reflect them.

We knew that culture and context would influence how a social intrapreneur responded to certain situations but we were also looking at their propensity to behave in a certain way.

Social intrapreneurs are very independent and they exert that independence in their words and actions. Even in cultures that were more hierarchical or structured, they openly questioned and challenged authority. Many had a loose affiliation with their company but they supported the organizations goals and directives. They were loyal to the company but they were loyal to their project first, then the company.

Many social intrapreneurs are highly creative, decisive and big picture thinkers. Yet they worked in organizations that relied on facts and data to make decisions. They adjusted their behavior to align with existing organizational practices, even though their inclination was to make decisions quickly based on their own knowledge and experience.

Culture impacted lines of communication, authority relationships and expressing emotions. Many social intrapreneurs were passionate about their work but they

tempered their excitement and emotions when dealing with authority. They knew that being reserved and business-like would get them further. For some, it was a reflection of the culture of the organization; for others, it was a reflection of their countries culture.

Social intrapreneurs were aware of the politics in their organization, but they preferred to not get involved. They were under enough pressure to prove themselves without having to get engaged in politics. They did, however, acknowledge that they needed to do a better job when it came to organizational politics.

Being separate from the core business, social intrapreneurs were less social when it came to business relationships. They had a few close relationships in the organization and participated in social gatherings when it was necessary. They preferred to get to the point and let the facts speak for themselves. But they were highly social when it came to their team.

We also saw how the reporting relationship impacted their role. Social intrapreneurs that reported to the CEO were more effective in moving their projects forward. It made a difference on how long and how committed an organization was to these efforts. There were differences when it came to social innovators versus corporate social responsibility executives. It made a difference if the social intrapreneur was an individual contributor, managed a team or led a division.

These are only a few examples, but they point to the fact that culture and context are important in understanding, interpreting and leveraging the Social Intrapreneur Profile™.

We believe that this is an ongoing process and will change over time, by culture, by organization and specific role.

We will be exploring these issues in more depth in the future; social intrapreneurs versus traditional leaders versus corporate entrepreneurs, cultural differences between the US, Europe and Asia, gender differences and more.

“Trying to be a social intrapreneur is not easy or for the faint hearted, and it’s certainly not some magic bullet for employee engagement or commercial innovation”, said David Grayson, one of the pioneers in this field. And he’s right.

Conclusion:

The Social Intrapreneur's DNA decoded

The role of the social intrapreneur has evolved into one of prominence and importance in today's organization. It is no longer a political position, it's a strategic one.

The increasing adoption of social innovation, corporate responsibility and sustainability in large corporations is changing the face of business around the world. Although not totally integrated in to the fabric of the organization, they have been elevated in status and focus within organizations. It no longer takes a back seat to business as usual; it is the future of business.

Social intrapreneurs have redefined what it takes to develop innovations that have a social or environmental impact. They've taught us what it takes to create social value while making money. They've shown us how one person can make a difference; how a group of individuals can create something that has lasting value for society and the organization. There's something going on in the world of business – and this time, it's positive.



The research has given us a deeper and richer understanding of social intrapreneurs.

We now understand what competencies and behaviors social intrapreneurs need to be effective and successful in their role. We see a combination of competencies that are needed; business, entrepreneurial and social/personal. We know where they are strong and where they need development. We know what behaviors are critical and which ones are nice to have.

The Social Intrapreneur Profile™ has proven to be a true reflection of the capabilities that social intrapreneurs need to be successful. It is the only assessment tool that we are aware of that was designed and developed with the help of social innovators, corporate social responsibility executives and industry experts.

Our thanks go out to all the social innovators that have stepped up to the challenge and are setting a new direction for business and society.

About The Social Intrapreneur Profile

At the time we started our research, there was no common definition of what it meant to be a social intrapreneur. There was no consensus in the business and academic world of what capabilities these individuals needed to be successful. It is for this reason that we decided to work directly with individuals already in this role.

It was our goal to define the behaviors and competencies that a social innovator needs to be effective in that role and then to create a way to assess these traits easily and effectively.

After evaluating different assessment tools, we decided to focus on behaviors and competencies because they can more easily be changed. We worked with the Devine Group, a behavioral assessment vendor with over forty years of experience building success profiles for specific job functions. The Social Intrapreneur Profile™ is a success profile for social innovators.

According to Devine, “Competency-based assessments provide a means for building skills and knowledge people must have in order to perform a job well.”

Together, we developed the Social Intrapreneur Profile™. The Social Intrapreneur Profile™ is customized to a specific set of skills, knowledge and behaviors. A skill is something one learns through practice. A competency is a set of behaviors or actions needed to successfully perform a specific job.

We tested it in the market, tweaked it and retested it to be sure we had the right set of competencies and behaviors. We knew that twenty competencies was a lot but we wanted to be sure we covered all the bases and captured more data rather than not enough.

We used the profile to conduct our research in 2011 through 2014. We used the results to compare, contrast and develop a deeper and richer understanding of social intrapreneurs.

The feedback confirms that the Social Intrapreneur Profile™ is a true reflection of the capabilities social innovators need to be successful. Comments like:

“Susan’s research is fascinating and accurate.”

Aspen Institute First Mover Fellow

“It was quite accurate, gave me action points for my development.”

Director, Business Development, Electronics Manufacturer

“The psychology and analysis is fascinating. A lot of thinking and data behind this makes this so accurate and thorough.”

Strategic Business Development, Social Enterprises

“It’s a thought-provoking and highly informative tool. I now understand how I operate differently compared to most other executives, which helps a lot in driving my projects forward. Thank you!”

Head of Corporate Responsibility, Pharmaceutical Company

“I have not seen a better tool for social intrapreneurs yet.”

VP Innovation, global leader in Specialty Packaging

About The Social Intrapreneur Profile

The Social Intrapreneur Profile™ provides an in-depth analysis of the 20 competencies and 33 behaviors of social innovators. It is broken down into three sections, competencies, behaviors and development. It is a tool that is used by individuals and organizations to identify and develop the capabilities that social innovators need to be effective in their role.



The Social Intrapreneur Profile™ is the only assessment tool that we are aware of that was designed and developed with the help of social innovators, corporate social responsibility executives and industry experts. You will have the data, tools and insights to create the best environment for driving social intrapreneurship.

This is how previous clients use the Social Intrapreneur Profile™:

- *Organizations use it to identify, develop and retain entrepreneurial talent*
- *Innovation leaders use it to develop and build social innovation teams*
- *Executives use it as part of their leadership development programs*
- *Human capital leaders use it for talent management and workforce planning*
- *Universities use it as part of the Executive Education, MBA and EMBA programs.*

Leaders from these organizations have already experienced the value of The Social Intrapreneur Profile™ for their work:



Client case:

The use of the Corporate Entrepreneur Profile™

Note: *The Corporate Entrepreneur Profile™ is similar to the Social Intrapreneur Profile™ by design, but it measures the competences for corporate entrepreneurs which are related yet different to those for social intrapreneurs.*

A consumer products company wanted to improve the performance of their innovation team. The team was a centralized group of individuals each responsible for supporting a different business unit in the company. Their role was to facilitate innovation in their respective business units.

The leader wanted to accelerate the development of new innovations and expand the companies reach into new emerging markets. The goal was to raise the level of performance for each individual and the team as a whole.

In order to do this, the leader had each individual take the Corporate Entrepreneur Profile™. Each team member could see for themselves their own strengths and what areas needed development.

One individual remarked, “I never knew how much one behavior was impacting my relationships with my business partner.”

The collective results were analyzed to distinguish between individual issues and organizational issues. Individuals could work on their own issues but the group needed to process the organizational issues.

Once the organizational issues were identified, the team decided on the top four that were impacting them the most. Team members were put into groups and assigned to work on a specific issue.

With the help of the organizational development group, each group came up with recommendations and actions that the innovation team could take to improve or change the current situation. Some issues could be resolved quickly; others would take some time.

By identifying and eliminating both individual and organizational issues, the innovation team has been more effective and successful in launching numerous products that have had a positive impact on the bottom line.

“The Corporate Entrepreneur Profile helped our innovation team understand what they needed to change to be more effective with our business partners. Since then we have successfully launched a number of innovations with our business partners.”

Chief Innovation Officer, Consumer Products

How can we help you to further drive social intrapreneurship?

We can support you to:

- *Build a high-performing team to reach social and environmental innovation goals*
- *Easily spot, develop and retain social intrapreneurs in your organization*
- *Reach higher levels of innovation, productivity, employee engagement and business performance*



Social intrapreneurship is a team sport. It requires a diverse team of professionals who are committed to the project and can build a strong business case for their idea. Yet, successful teamwork starts with self-awareness. Individuals and teams that understand themselves and their fellow team members are more productive and successful.

Studies on high performance teams have identified a core set of competencies that teams and members need to be effective. Stephen Covey outlined the Seven Habits of Highly Effective Teams; MIT's Human Dynamics Laboratory investigated communication patterns that were predictive indicators for a team's ability to perform, and various academic research initiatives led to a list of competencies for high performance teams.

Most of these competencies are included in the Social Intrapreneur Profile™ but we've also included competencies that are specific to this role: competencies social intrapreneurs need to be effective as individual contributors and team members.

Many organizations use the Social Intrapreneur Profile™ and the team report to evaluate and develop project groups, innovation teams or sustainability departments. The team report highlights both individual and organizational barriers that are inhibiting performance.

It helps clarify the strengths and weaknesses of the team, explains how the team members and the leader interact and which interactions require modification. The team report tells you instantly if your team has the right competences and if not, where to focus on to close the gap.

Creating an environment for social intrapreneurship starts with identifying individuals with the right set of behaviors and competencies. This is exactly what the Social Intrapreneur Profile™ can help you with.

According to the Aberdeen Group, "Top performing organizations use competency assessments to unleash the talent within their organizations and develop the next generation of leaders. The goal is to match the right individual with the right opportunity that will accelerate their own growth as well as business results.

Contact Susan today to discuss your current situation and to tailor the use of the Social Intrapreneur Profile™ to your needs.

Are you interested in using the Social Intrapreneur Profile for yourself or another individual?

The Social Intrapreneur Profile™ is designed for you to get insights into your competences as a social intrapreneur, and leaves you with a unique benchmark with other successful social intrapreneurs.

Previous clients valued the personal feedback session with Susan, and the moment of reflection to think about their current impact and the steps towards improving their results.

We have made it easy for you to use the profile and get your results as fast as possible.

You can purchase your Social Intrapreneur Profile™ directly online via our website:

social-intrapreneur-profile.com



Questions about the research and The Social Intrapreneur's DNA?

If you would like more information, [click here to contact Susan Foley](#). She is more than happy to schedule a call to answer any questions you might have.

About Corporate Entrepreneurs and Susan Foley

Corporate Entrepreneurs LLC

Corporate Entrepreneurs LLC is a professional services firm that helps organizations develop corporate entrepreneurship (Intrapreneurship) as a core competency to accelerate new business growth. We believe that entrepreneurship is a hidden capability within most organizations. Our mission is to activate the entrepreneurial capabilities you already have inside your organization.

We work with individuals, innovation groups and the senior executive team to identify and develop the organizations entrepreneurial competencies, then work with them to build the infrastructure needed to support innovation inside the organization.

Our products and services enable you to quickly assess the situation and take action.

Social Intrapreneur Profile™ - to identify and develop social innovators

Intrapreneur Scorecard - to assess your own intrapreneurial orientation

Corporate Entrepreneur Profile – to identify and develop internal entrepreneurs

Entrepreneurial Audit - to align systems and processes for growth

Entrepreneurship Workshops - to develop entrepreneurship as a competency

Entrepreneurship Speaker - to engage and inspire the organization to grow

Susan Foley is the Founder and Managing Partner. As an experienced corporate entrepreneur (Intrapreneur), she understands the challenges of building corporate entrepreneurship (Intrapreneurship) as a core competency inside of an established organization. Susan has spent the last twenty five years helping organizations develop new growth businesses that have generated millions. She has worked with a variety of clients across industry sectors.

Susan is an international speaker, the author of numerous articles and two books *Entrepreneurs Inside: Accelerating Business Growth with Corporate Entrepreneurs and Acceleration – Changing the Speed of Growth*. She is an Executive-In-Residence at Babson College and a Fellow in the Center for Innovation and Change Leadership at Suffolk University. Susan has taught social change at Suffolk University and corporate entrepreneurship in the leadership program at Babson Executive Education.

Corporate Entrepreneurs LLC helps organizations develop the people, processes and place needed to support and sustain growth over time.



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Social intrapreneurs are transforming big organizations from the inside out.

For these new type of leaders, it requires a distinct set of competences to succeed.

We help you measuring, understanding and developing these competences: for yourself, your team and your organization.

[Social-Intrapreneur-Profile.com](https://socialintrapreneur-profile.com)

