

# SOCIAL INTRAPRENEURISM AND ALL THAT JAZZ

How business  
innovators are helping  
to build a more  
sustainable world



A **Greenleaf Publishing** Book

**David Grayson, Melody McLaren and Heiko Spitzeck**

Successful businesses understand that they need to engage their employees, bottom-up, with ways to tackle social problems as well as building long-term economic value. Social intrapreneurism is a helpful and valuable way to capture the essence of that engagement.

**Harvey McGrath, Chairman, Heart of the City; former Chairman of Prudential plc, Man Group plc, and the London Development Agency**

We know that businesses can have a major positive impact in the world. Until now though, not enough attention has been paid to the people within companies driving change. This book is an important contribution to our collective understanding of the growing intrapreneurism movement. For people on the inside, it's a practical how-to guide for enhancing your impact. For people on the outside, it's an inspiring tale of human progress.

**Lindsay Levin, Founder and Managing Partner, Leaders' Quest**

Unipart wants all our 10,000 employees to be change-agents. *Social Intrapreneurs and all that Jazz* gives plenty of how to tips for companies like ours that want to harness the energies and creativity of our people.

**John Neill CBE, Executive Chairman, Unipart Group of Companies**

Making an impact doesn't have to be extracurricular: *Social Intrapreneurship and All That Jazz* is an inspiring take on what's possible in the working world.

**Liz Maw, CEO, Net Impact**

*Social Intrapreneurism and All That Jazz* offers a distinctive perspective on social entrepreneurialism within commercial enterprises (with the added twist of some themes and insights from the world of jazz music). It also suggests a fascinating range of ways in which international NGOs can partner effectively with businesses to move them towards a stewardship model for future success.

**David Nussbaum, Chief Executive, WWF UK**

At last a book that highlights how we can be "entrepreneurial" wherever our career paths take us. For the last 15 years we have celebrated social entrepreneurs as the rock stars of the development world. This book expands and enriches the practice of entrepreneurship by including a heretofore unrecognised actor – the "intrapreneur", who, working from within established institutions, combines innovation, opportunity and resourcefulness to drive critical and large-scale changes in corporate practice aimed at improving social and environmental conditions, while meeting financial goals. The book is realistic about the challenges these entrepreneurs face, and provides guidance on how to turn those challenges into advantages. Bravo!

**Dr Pamela Hartigan, Director, Skoll Centre for Social Entrepreneurship, Said Business School - University of Oxford**

Impact Hubs make up a global network of people, places and programs that inspire, connect and catalyze impact. Traditionally, we focused on entrepreneurs with social innovation projects and business plans. In the messy process of social innovation we discovered, however, that there are change agents inside corporations who want to live their values at work. Their innovations leverage corporate structures to create social impact. This book not only provides inspiring examples of social intrapreneurs but also tools and strategies that help to turn social innovation projects into practice.

**Henrique Bussacos, Chairman of Impact Hub Global Association & Pablo Handl; Co-founder of Impact Hub São Paulo**

This is a vitally important book. As corporate sustainability rightfully shifts beyond policy into everyday business activity, we are now seeing the creation of better products and services as a result. There's a real and pressing need to show how innovation within large companies can be supported and turned into genuine sustainable advantage. In *Social Intrapreneurism And All That Jazz*, David Grayson, Melody McLaren and Heiko Spitzeck have done just that. Nothing helps make the business case better than genuine stories of success. This book will be foremost on management bookshelves for years, and I look forward to the second edition.

**Tobias Webb, Founder, Ethical Corporation and Innovation Forum**

Social intrapreneurs are living the common purpose values and I hope this book encourages many more people to emulate the examples told here.

**Julia Middleton, Founder, CEO Common Purpose**

*Social Intrapreneurism and All That Jazz* offers an exciting insight into the world of individuals striving to create social and commercial value in larger structures such as companies. It also teaches us what companies could do in order to create an enabling environment for these innovation drivers to emerge. Anyone interested in social entrepreneurship should not miss this publication on social intrapreneurship, which shows that change and social impact can also come from within larger structures.

**Markus Hipp, Executive Director, BMW Foundation**

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How Business Innovators are Helping to Build  
a More Sustainable World



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**Routledge**

Taylor & Francis Group

LONDON AND NEW YORK

First published 2014 by Greenleaf Publishing Limited

Published 2017 by Routledge

2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

711 Third Avenue, New York, NY 10017, USA

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

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Cover by LaliAbril.com

British Library Cataloguing in Publication Data:

A catalogue record for this book is available from the British Library.

ISBN-13: 978-1-78353-051-9 [pbk]

ISBN-13: 978-1-78353-065-6 [hbk]

To change-makers everywhere, whoever you are.





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# Foreword

## Social intrapreneurs help business hit the top notes

John Elkington

‘Here’s to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently,’ ran Apple’s 1997 ‘Think Different’ ad campaign. Once heard or read, the words were hard to get out of your head. And they didn’t end there. ‘They’re not fond of rules,’ we were told. ‘And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can’t do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.’

Sadly, Steve Jobs has now left the stage, but potentially disruptive change agents continue to bounce into view. They are endlessly fascinating, whether pioneering electric cars, smart grids, malaria-busting vaccines or ethical microfinance. Having spent decades working with such people, I know that, like Jobs, they project reality distortion fields. The impossible becomes possible. They help us all hit those hard-to-reach top notes.

When SustainAbility—and later also Volans—attracted a three-year grant from the Skoll Foundation to help build the field of social entrepreneurship, we found that all the world’s leading social entrepreneurs were desperately keen to find ways of working with mainstream business. So in our second study, *The Social Intrapreneur*, we identified, researched and celebrated their counterparts inside the business mainstream, in companies as diverse as Accenture, Banco Real, Coca-Cola, Ford, Morgan Stanley and Nike.

We were surprised to find that many of these people were struggling to find a common identity, even if they shared a common purpose. So it is exciting to see new initiatives, including the League of Intrapreneurs, playing into this space—and to see first-rate academic research developing. I warmly welcome this timely and thought-provoking book from David Grayson, Melody McLaren and Heiko Spitzack. The analysis is rigorous, but the presentation is often playful, as when they riff off concepts like soloing, paying your dues and woodshedding.

As a Visiting Professor at the Doughty Centre for Corporate Responsibility, this fascinating investigation of the genius of top social intrapreneurs makes me even prouder of my links with the Cranfield School of Management.

John Elkington is co-founder and Executive Chairman of Volans ([www.volans.com](http://www.volans.com)), co-founder of SustainAbility ([www.sustainability.com](http://www.sustainability.com)) and co-author, with Pamela Hartigan, of *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*, Harvard Business School Press, 2008. He blogs at [www.johnelkington.com](http://www.johnelkington.com) and tweets at @volansjohn.

# Acknowledgements

We would like to thank all our interviewees for their time and input with this project. They include the individuals listed below, as well as others who requested anonymity:

Gregory Abendroth, Kenan Aksular, Virginia Alfenas, Elisa Alkmim, Michael Anthony, Mandar Apte, Naty Barak, Mike Barry, Richard Bennett, Moram Ben-Ziv, Bruno Berthon, Ana Biglione, Roberto Bocca, Vicky Bullivant, Gib Bulloch, Henrique Bussacos, João Vitor Caires, Armelle Carminati-Rabasse, Marcelo Cardoso, Emma Clarke, Josh Cleveland, Russ Conser, Marianne Dagevos, Jo da Silva, Leonardo Vitoriano da Silva, Raylla Pereira de Andrade, Tamara Rezende de Azevedo, Maggie De Pree (née Brenneke), Katy Dobbs, James Dorling, Ian Drew, John Elkington, Paul Ellingstad, Richard Ellis, Jennifer Emery, Justin Evans, Julika Erfurt, Julie Fabian, Karl Feilder, Amy Fetzer, Carrina Gaffney, Jonas Gebauer, Andreas Gollan, Joanna Hafenmayer, Jost Hamschmidt, Pablo Handl, Erik Hansen, Chris Harrop, Martin Herrndorf, Adrian Hodges, Lance Howarth, Jill Huntley, James Inglesby, Jo Kelly, Paul Kerssens, Stefan Koch, Dr Beatrix Kuhlen, Charmian Love, Ian Mackintosh, Priscila Matta, Patricia Lagun Mesquita, Nancy McGaw, Cassiano Mecchi, Celia Moore, Dorje Mundle, Colin Mutchler, Clara Navarro, Andre Nijhof, Juliana Nascimento, Louis Notley, William Parsons, Arun Pande, Liliane Pellegrini, Yvonne Remmits, Julian Richardson, Hugh Saddington, Regan Schegg, Ralf Schneider, Mark Siebert, Camila Silvestre, Norma Snell, Mark Spelman, Nicolai Tewes, Mark Thain, Lara Toensmann, Lucas Urbano, Tom van den Nieuwenhuijzen, Wilco van Elk, Dominic Vergine, Andy Wales, Marijn Wiersma, Ingrid Zeegers.

Particular thanks to Dr Elisa Alt of the Anglia Ruskin University who collaborated with Heiko on the academic literature review on the enabling environment for social intrapreneurism and subsequently co-authored the second Doughty Centre Occasional Paper; Fuji Marlen Kimura Gomez for her help on the section on



collaboration with NGOs; and to Yasmin Mahmood, whose work for a Cranfield International Human Resource Management MSC course paper forms the basis and much of the text for the Vodafone M-PESA social intrapreneurial journey described in Chapter 2.

We give especial thanks to Ron Ainsbury, Maggie De Pree, Heidi Kikoler and Andre Nijhof who generously read the early version of the manuscript and provided valuable feedback and suggestions.

We are especially grateful to Stephen Keogh and the other musicians of the Global Music Foundation (<http://www.globalmusicfoundation.org>) whose work inspired us; Arnie Somogyi (<http://www.arniesomogyi.com>), musician, composer and Birmingham Conservatoire jazz lecturer who, along with Stephen, provided feedback on our manuscript; and to Lionel Bodin of Accenture Development Partnerships, who shared our enthusiasm for applying the lessons of jazz to social intrapreneurism. While we have done our best to apply the metaphors of jazz intelligently to our analysis of the work of social intrapreneurs and their colleagues, we should emphasise that we are not experts in the jazz field. Any shortcomings in our understanding of jazz music or the musicians who inspired us are the responsibility of the authors and not the musicians. We particularly wanted to communicate the energy and vitality that we have experienced in the social intrapreneurs we have met. To help us do this and also to reinforce the parallels between social intrapreneurism and the world of jazz music, Melody has generously opened up her library of the photographs she has taken at jazz events. Her fellow authors enormously appreciate this and the alacrity with which venues and artists gave their permission for us to use these photos.

This book is based on a research project and two Occasional Papers of the Doughty Centre, Cranfield School of Management, and we appreciate the opportunity that the Centre and the School have given us to develop our ideas.

Among the team at Greenleaf Publishing, we would like to thank John Stuart who has championed the book from the beginning and provided wise counsel and encouragement; Monica Allen for her editorial prowess; Dean Bargh who has, once again, worked his production magic; and Rebecca Macklin, Anna Comerford and Sadie Gornall-Jones for their invaluable help.

Finally, to our family, friends and colleagues who must sometimes have felt they have lived the evolution of *Social Intrapreneurism and All That Jazz* vicariously, thank you for your patience and support.

*David Grayson, Melody McLaren, Heiko Spitzreck, January 2014*

# Introduction

There are those that look at things the way they are, and ask why?

I dream of things that never were, and ask why not?

Robert Kennedy, based on George Bernard Shaw, *Back to Methuselah*

Many of us, from time to time, have imagined a world that is better than the one we have now. It is quintessentially human to see our world as it is—riddled with poverty, war, disease, environmental degradation and all the other ills we have wrought upon it through the course of our history—and envision in its place a world of beauty in which we have put an end to these myriad afflictions and learned to live in harmony with the earth and with each other.

None of us is quite sure how we might create that world. But most of us would not think immediately of harnessing the innovative powers of business as a means to getting there. A growing number of people, however, are doing precisely that—devising new products and services that are improving the quality of human life, and helping to mitigate climate change and other adverse environmental impacts—crucially, while creating commercial value for their companies.

Those people are called social intrapreneurs.

We define social intrapreneurs as ‘people within a large corporation who take direct initiative for innovations that address social or environmental challenges while also creating commercial value for the company’.

The first recorded use of the terms ‘intrapreneur’, ‘intrapreneuring’ and ‘intrapreneurship’ dates from a paper written by Gifford and Elizabeth Pinchot (Pinchot and Pinchot 1978). Later the term was credited to Gifford Pinchot by Norman Macrae in *The Economist* (1982).

The term ‘social intrapreneur’ was first defined by SustainAbility (2008) as:

1. Someone who works inside major corporations or organisations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures
2. Someone who applies the principles of social entrepreneurship inside a major organisation
3. One characterised by an ‘insider–outsider’ mind-set and approach

Other definitions include the following:

Social intrapreneurs ... are responding to perceived shortcomings in society and utilize the resources of the firm to provide market based solutions to address them (Bode and Santos 2013).

Employees who identify opportunities for social innovation within their corporation or organisation, playing a part in making businesses better from the inside out (Mitchell 2013).

A new breed of business professional ... finding creative—and in many cases disruptive—ways to tackle some of society’s toughest problems and create long-term value for their companies as well (McGaw 2013).

Two thirds changemaker, one third troublemaker (Bulloch 2013).

Typically, as Josh Cleveland who has written and championed the concept with the student movement Net Impact says, social intrapreneurs are ‘going against the grain a bit’.<sup>1</sup> They are looking to create what Harvard strategy guru Michael Porter describes as ‘Shared Value’ (Harvard Business Review 2011). This value-creation process typically engages individuals or organisations beyond the boundaries of their companies in unusual cross-border alliances. Deborah Leipziger, corporate responsibility consultant, and Cheryl Kiser, Director of Babson Social Innovation Lab, explore how entrepreneurial leaders in companies develop such alliances, even co-creating partnerships with competitors, to generate profits and social value in *Creating Social Value* (Kiser and Leipziger 2014).

Social intrapreneurs are challenging their organisation, questioning the status quo to develop and implement commercially attractive sustainability solutions. Hence another description: ‘corporate provocateurs’. Often, at least initially, their intrapreneurial activity is not part of their job. This is why some social intrapreneurs talk of their day job and their job that they do in their spare time at weekends and night-time: ‘moonlighting’ for their own employer! We think the distinctive features of social intrapreneurs are that they:

- Work for for-profit enterprises<sup>2</sup>

1 From interview with Josh Cleveland, 9 June 2010.

2 While we acknowledge, as our colleague Maggie De Pree has pointed out, that ‘there are intrapreneurs working in government and NGOs as well’, we have focused on the work of social intrapreneurs within companies in this book.

- Treat social or environmental problems as business opportunities
- Drive innovations that create value for business and society

The value of studying social intrapreneurs lies in their potential to develop solutions to our global challenges by virtue of their positions in organisations that manage significant resources and power. Social intrapreneur Gib Bulloch at Accenture explains: ‘Affecting even small change in large organisations can lead to significant positive social impact’ (SustainAbility 2008).

Unlike their ‘close relatives’, such as corporate volunteers, corporate responsibility (CR) champions or green team members inside companies who are also furthering social and environmental goals, social intrapreneurs aim to generate entirely new forms of commercial value through significant innovations in products, services, processes or business models for their employers. However, as will become evident from the examples in our book, these diverse members of the corporate ‘family’ may find themselves working together as an ‘ensemble’ to enhance the sustainability performance of their companies.

In contrast with social entrepreneurs, social intrapreneurs can leverage existing infrastructures and organisational capabilities to deliver social value on a large scale. That fact alone tips the odds in favour of social intrapreneurs achieving large-scale social change, as *The Economist* (2008) suggested in a review of a book about social entrepreneurs:

The greatest agents for sustainable change are unlikely to be the well-intentioned folk described in this book, interesting though they are. They are much more likely to be the entirely reasonable people, often working for large companies, who see ways to create better products or reach new markets, and have the resources to do so.

At the 2008 World Economic Forum in Davos, Bill Gates called on business leaders to support the work of social innovators in their own companies:

I hope corporations will dedicate a percentage of their top innovators’ time to issues that could help people left out of the global economy. This kind of contribution is even more powerful than giving cash or offering employees time off to volunteer. It is a focused use of what your company does best. It is a great form of creative capitalism, because it takes the brainpower and makes life better for the richest, and dedicates some of it to improving the lives of everyone else (Gates 2008).

However, many companies do not yet recognise this. Sharon Parker is a professor in organisational psychology at the University of Western Australia’s Business School. Her recent research projects on proactive behaviour and responses to it have explored the motivations of social intrapreneurs and how they generate change in organisations. She notes:

Trying to effect change gives an individual meaning and purpose. It enhances their learning and is exciting—and it’s a great way to develop networks. But at the same time it’s quite risky behaviour. Usually there’s some resistance from somewhere and you can’t anticipate what’s going

to happen. Businesses are set up to deliver profit and that's their dominant logic, so anyone trying to make profit and be a social intrapreneur is going to potentially come up across resistance (Knowledge@Australian School of Business 2011).

Emma Stewart, Head of Sustainability Solutions at Autodesk and professional faculty at University of California, Berkeley, adds that:

Social intrapreneurs are employees who, in lieu of starting their own social enterprise, brave the stormy landscape of corporate politics to get their disruptive ideas to market and to more customers sooner, and therefore with greater environmental or social impact. It was social intrapreneurs who first conceived GE's Ecomagination product lines, Intel's super-efficient water reuse programmes, and Levi's Water<Less™ jeans (Stewart 2013).

We began studying this fascinating but rare 'species', described first in a 'field guide' produced by our colleagues at SustainAbility (2008). Why? At the Doughty Centre for Corporate Responsibility, our purpose is to research, and to teach and advise current and future business people on building and developing more responsible, sustainable businesses. But we are interested in how people at all levels of a company, whether they are working at senior director level or elsewhere in the organisation, become interested in trying to build sustainable businesses in the first place. And we are particularly interested in discovering why and how inventive business people are using the power of their companies to help tackle wide-ranging issues such as climate change, poverty and disease—big global problems that previous generations would not have believed businesses could, or even should, try to address.

## So what do social intrapreneurs do?

Here is a small selection of what our research interviews, with over 40 social intrapreneurs as well as with others who have studied and supported their work, revealed that social intrapreneurs and their allies have already achieved:

- Creation of microinsurance products for low-income people and businesses unable to afford conventional insurance schemes (Allianz)
- Start-up of a business unit within a large parcel delivery corporation to improve operational efficiency while ameliorating climate change impacts (DHL)
- Introduction of a marketing strategy to help clients reduce their carbon footprint by promoting use of the company's information technology services (Telstra)
- Reduction of a large brewing company's production costs to improve competitiveness in developing countries through partnerships with local growers (SABMiller)

- Development of a micro-energy project within a major energy generation corporation to boost productivity and address poverty in developing countries (E.ON Energie)
- Launch of an alternative energy business within a major oil company to service customers in emerging markets (BP)
- Establishment of a ‘green’ advertising network as a new business stream within a major media company (The Guardian)
- Development of ‘sustainable IT’ service streams at a major engineering company (Siemens)
- Creation of a coalition within a major energy provider to address problems of fuel poverty (E.ON UK)
- Development of ethically produced sustainable product lines at a landscape paving company through partnerships with overseas suppliers (Marshalls)
- Creation of dialogue with a Brazilian community to develop a supply chain relationship at a personal care products company (Natura)
- Development of a commercially viable business unit within an engineering consultancy to address third-world poverty issues (Arup)
- Engineering of environmentally sustainable production processes at a global chemicals company (BASF)
- Development of sustainability strategy and network at a nuclear engineering company (Cavendish Nuclear)
- Creation of a specialty risk reinsurance company focused on climate change and carbon trading exposures (Marsh)
- Capacity-building and creation of partnerships to leverage and develop management expertise for international development (Accenture)
- Development of a commercially sustainable strategy for marketing pharmaceutical products to low-income customers in developing countries (Novartis)

In this book we present a selection of their stories and what we, and they, have learned from their journeys. We hope to inspire others to follow in their pioneering footsteps and join a growing movement of individuals who are helping to build a better, more sustainable world through their ‘day jobs’.

Why are these stories important? Because they prove that work can, and should be, more than ‘just a job’; it can be a fulfilling means to making the world a better place. Social intrapreneurism, we believe, is a gateway to an entirely new way of doing business: creating value, not just for investors, but for society as a whole. Businesses need to be recognised for what they truly are—not isolated entities operating in bubbles but value-generating (and potentially value-destroying)

communities, interconnected with the wider world through networks of employees, suppliers, customers and others. We look forward to a future era in which it will be commonplace for inventive minds to design products and services that are not only commercially profitable but also address the world's most pressing social, environmental and economic challenges.

Perhaps you, a reader of this book, will be a leader in that future. If so, we look forward to meeting you and learning more about the great work you will be doing.

## What does jazz have to do with social intrapreneurism?

Our references to jazz music, both in the title of this book and at various points in the text, have emerged from discoveries we made during the course of our research that paralleled the experiences of two amateur jazz pianists in our extended working community: Melody McLaren, a Doughty Centre research associate co-authoring this book, and Lionel Bodin, a senior manager at Accenture Development Partnerships, supporters of the League of Intrapreneurs.<sup>3</sup>

As Melody describes it:

During the period of our Doughty Centre team's research on social intrapreneurs I was, by coincidence, also spending a lot of time with great jazz musicians. Whether I was listening to their performances in concerts or jam sessions, being tutored by them in jazz workshops or just conversing with them, I was struck by their aliveness, their connectedness with other musicians and the power of their musical 'storytelling'. When I was in a room with these people, I didn't want to leave.

I had similar experiences when I was interviewing social intrapreneurs. Their accounts of their lives and the development of their projects conveyed a strong sense of connectedness, not only with what was happening in their businesses, but also with issues and events in the wider world including poverty, social exclusion and environmental degradation, along with their innovative practical solutions for tackling them. Whether they were describing project successes or failures or simply describing their day-to-day experiences, I had the sense that these people were very much alive. I could have listened to them for hours without losing interest in what they had to say.

That sense of aliveness was the initial common thread between these two groups. Later on it became apparent that they shared other qualities—a strong sense of curiosity that emboldened them to take risks, a history of hard work to learn and perfect their 'craft', astute listening and observational powers, an ability to communicate with others in a compelling way and, above all, a passion for 'quality'.

3 <http://www.leagueofintrapreneurs.com/>.

During many discussions between the authors, Melody would often explain a point she was making with reference to her jazz experiences. To communicate these ideas to the research team in a more concise way, she began using terms such as ‘woodshedding’ (solitary practice to improve technical skills), ‘comping’ (accompanying, or providing support for, others), ‘soloing’ (putting your own ideas forward), ‘being a sideman’ (contributing to a group in which you are not the official leader but a supporting team member) and ‘paying your dues’ (contributing to your immediate team/community, thereby earning the trust of others). While some of these jazz colloquialisms, which are numerous,<sup>4</sup> are no longer in current use by jazz musicians, they nevertheless resonated with our team, other colleagues and social intrapreneurs with whom we shared our ideas.

When we began to analyse in great depth the interviews with individual social intrapreneurs and later on with their colleagues who helped create the ‘enabling environment’ for social intrapreneurism, parallels between the worlds of jazz musicians and social intrapreneurs became increasingly explicit. While some of the terms we use in this book (e.g. godparent) have, to our knowledge, no equivalents in the jazz lexicon, the resonances between the worlds of jazz and social intrapreneurism were sufficiently strong that we decided to introduce jazz metaphors to describe many of the ideas that emerged from our research.

## 1. Social intrapreneurism is not a solo act

Our interviews underscored the point that successful social intrapreneurism is a *group* (vs. individual) activity. Intrapreneurism and entrepreneurship are distinctly different in this respect. Nothing of significance can be achieved by a single person working alone inside a company, however heroic their efforts. There is simply too much to do.

Although the first phase of our research focused on individual social intrapreneurs (Grayson, McLaren and Spitzack 2011), it became evident when we reviewed our first-round interviews, as well as during our second-phase research into the enabling environment for social intrapreneurism (Grayson, Spitzack, Alt and McLaren 2013), that an intrapreneur had to secure the continuing support of others in order to bring a project to fruition inside a large company. For this reason, we altered the language in our second-phase research report to highlight the importance of colleagues supporting the enabling environment for social intrapreneurism.<sup>5</sup>

4 See the list on the All About Jazz website: <http://www.allaboutjazz.com/php/article.php?id=1404&pg=4&page=1>, accessed 6 December 2013.

5 We are aware that other colleagues working in this field use the term ‘social *intrapreneurship*’, which places greater emphasis on the work of the individual social intrapreneur. While we have opted for ‘social intrapreneurism’ to highlight the importance of the ecosystem in fostering innovation that produces social and commercial impacts, we are treating the terms ‘intrapreneurship’ and ‘intrapreneurism’ as being largely interchangeable.



While there is a Western business stereotype that celebrates the heroic efforts of the intrepid business *entrepreneur*, a successful social *intrapreneur*, although perhaps originating an intrapreneurial project idea of their own, must learn to work in, and then help to create, ‘ensembles’ of like-minded individuals with complementary skills and ideas, as happens with jazz musicians who are ‘jamming’ or performing together, in order to succeed.

If the number of individuals involved is sufficiently large (i.e. the intrapreneurial project requires assembling a ‘big band’ with a diverse range of talents), the proportion of orchestral ‘scoring’ required relative to the amount of free improvisation may need to increase to grow a corporate project to a large scale.

And, as with jazz ensembles, the mere presence of other players is not enough. We found that the quality of the ‘conversation’—the collaborative relationships—between social intrapreneurs and their colleagues both inside and outside their organisation (often partners in external not-for-profit organisations) was instrumental in determining whether an idea could get off the ground and secure support in a company.

It was particularly helpful if the intrapreneur was able to find an individual who could act as:

- A power broker to provide access to resources and create a protected ‘space’ or ‘air-cover’ in which the intrapreneur could develop a project, often ‘under the radar’ of the rest of the organisation
- An effective networker who could connect the intrapreneur with useful contacts and help rally support for a project
- An effective translator of an intrapreneur’s ideas who could highlight the links between a project and corporate purpose and values
- A skilled listener and coach/mentor who could help develop not only the project idea but also the intrapreneur to a point where they could play a leadership role in the project and become an effective advocate for sustainability within the organisation
- Someone generally open to challenge by the intrapreneur, as well as others
- An intelligent risk-taker who was prepared to bend rules to enable experimentation to achieve ‘proof of concept’ for an intrapreneurial project

We labelled such individuals ‘godparents’. Although we recognised that this term refers to a religious role within the Christian tradition and sought a more secular synonym, we did not find a fully satisfactory alternative.<sup>6</sup> A ‘mentor’, for example, shares many of the attributes of a godparent but does not capture the full range of attributes listed above. We subsequently discovered a precedent for

6 When we checked the synonyms for ‘godparent’ on thesaurus.com, the principal synonyms were ‘sponsor’ and ‘underwriter’. Other synonyms included advocate, backer, benefactor, patron, promoter, supporter, angel, guarantor, mainstay, surety, sustainer, another adherent, grubstaker.

using the term ‘godparent’ in a secular context: in the Chinese tradition the role of a godparent is largely non-religious in nature.

## 2. ‘Woodshedding’ hones skills for playing in corporate ‘bands’

Many people, particularly non-musicians, believe that jazz musicians simply sit down and start producing music spontaneously without serious preparation. Nothing could be further from the truth. All jazz musicians must do their share of ‘woodshedding’—developing a wide spectrum of technical skills. Jazz musicians often describe their practice as ‘woodshedding’ inasmuch as a musician would frequently go out to a woodshed to hone their skills in private. ‘I’d had years of training as a classical pianist’, says our team member Melody McLaren,



ALTO SAXOPHONIST TONY KOFI IS SHOWN PERFORMING A TRIBUTE SET TO THELONIOUS MONK WITH HIS QUARTET AT THE 2013 HERTS JAZZ FESTIVAL. KOFI EXEMPLIFIES AN EXPERIENCED SOLOIST WHO HAS DONE HIS ‘WOODSHEDDING’, HAVING ACQUIRED A DEEP UNDERSTANDING OF MONK’S DISTINCTIVE HARMONIC AND RHYTHMIC STYLE, BUT THEN CREATES UNIQUE MUSICAL LINES THAT REFLECT BOTH MONK’S INFLUENCE AND THE ONGOING MUSICAL ‘CONVERSATION’ WITH OTHER MEMBERS OF THE QUARTET (JONATHAN GEE, PIANO, BEN HAZLETON, BASS, WINSTON CLIFFORD, DRUMS).