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DESIGNING THE ORGANIZATION FOR CORPORATE ENTREPRENEURSHIP AND INSTITUTIONALIZING THE INNOVATION FUNCTION (INTERACTIVE PAPER)

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≈ INTERACTIVE PAPER ≈

**DESIGNING THE ORGANIZATION FOR CORPORATE ENTREPRENEURSHIP
AND INSTITUTIONALIZING THE INNOVATION FUNCTION**

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Principal Topic

Prior models of corporate entrepreneurship (CE) have made positive contributions but none as yet has answered questions regarding how to consistently develop corporate entrepreneurship human capital and design the organization for sustained innovation activities. Given the need for corporate entrepreneurship and breakthrough innovation and the dearth of understanding of how to organize for and develop it, our study takes a grounded theory approach to the research question: What roles, talent development and talent management practices contribute to institutionalizing breakthrough innovation? Our intent is to discover models and insights that can help scholars and practitioners better understand how to maximize a company's breakthrough innovation capability while concurrently maximizing individual career satisfaction.

Methodology

Our data comes from a longitudinal, qualitative investigation of Fortune 100 companies. After numerous meetings, contacts, suggestions, and phone calls we developed a sample of 11 organizations each of which were focused on talent development and organizational design necessary for breakthrough innovation and corporate entrepreneurship. Over three and a half years we conducted sites visits at each company, met with 141 unique individuals, carried out 180 interviews and conducted follow-up interviews. We met with top management team members, R&D managers, and functional experts. We use Leximancer to analyze the data; Leximancer is an automated text-mining tool that uses a built-in thesaurus to see meaning in the text in order to better understand how innovation and its roles can be institutionalized in the corporate environment.

Key Findings and Implications

Our initial analysis shows the pros and cons to various models for careers in corporate entrepreneurship as a way to institutionalizing innovation as a discipline. The data shows that organizations continually ask single individuals to perform across the spectrum of innovation roles which are outside the competency scope of an individual. We give them monstrous jobs, with few people and small budgets. Thus individuals find themselves on unclear career paths which promote career atrophy especially with respect to continuing in an innovation or entrepreneurship function. Together these constraints promote the belief that entrepreneurial assignments are a career risk which ultimately leads to sporadic and negative firm performance.

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