

## The Characteristics of Traditional Managers Versus Intrapreneurs

(from *Intrapreneuring*, by Gifford Pinchot)

	Traditional Managers	Intrapreneurs
Primary Motives	Wants promotion and other traditional corporate rewards. <b>Power-motivated.</b>	Wants <b>freedom</b> and access to corporate resources. <b>Goal-oriented</b> and <b>self-motivated</b> , but also responds to corporate rewards and recognition.
Decisions	<b>Agrees with those in power.</b> Delays decision until gets a feel of what bosses want.	<b>Adept at getting others to agree to private vision.</b>
Time Orientation	<b>Responds to quotas and budgets,</b> weekly, monthly, quarterly, annual planning horizons, the next promotion or transfer	End goals of 3-15 years, depending on type of venture. <b>Urgency to meet self-imposed and corporate timetables.</b>
Action	<b>Delegates action.</b> Supervising and reporting take most of energy.	<b>Has a bias for action.</b> May know how to delegate, but when necessary does what needs to be done.
Courage and Destiny	<b>Sees others in charge of his or her destiny.</b> Can be forceful and ambitious, but may be fearful of others' ability to do him or her in.	<b>Self-confident and courageous.</b> Many Intrapreneurs are cynical about the system, but optimistic about their ability to outwit it.
Attention	Primarily on events <b>inside</b> corporation	Both <b>inside</b> and <b>outside.</b> Sells insiders on need of venture and marketplace, but also focuses on customers.
Risk	<b>Careful.</b>	Likes <b>moderate risk.</b> Generally not afraid of being fired so sees little personal risk.
Market Research	<b>Has market studies done</b> to discover needs and guide product conceptualization.	<b>Does own market research</b> and intuitive market evaluation like the entrepreneur.
Status	<b>Cares about status symbols</b> (corner office, etc.)	Considers traditional status symbols <b>a joke</b> – treasures symbols of freedom.

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Failure and Mistakes	Tries to <b>avoid mistakes</b> and surprises. Postpones recognizing failure.	Sensitive to need to appear orderly in corporation. Attempts to hide risky projects from view so can <b>learn from mistakes</b> without political cost of public failure.
Who Serves	<b>Pleases others.</b>	<b>Pleases self, customers, and sponsors.</b>
Attitude Toward the System	Sees system as <b>nurturing</b> and <b>protective</b> , seeks position within it.	<b>Dislikes the system</b> but learns to manipulate it.
Skills	<b>Professional management.</b> Often business-school trained. Abstract analytical tools, people-management, and political skills.	<b>More business acumen</b> than managerial or political skill. Often technically trained if in technical business. May need help to prosper
Problem-Solving Style	Works out problems <b>within the system.</b>	Works out problems within the system, or <b>bypasses the system</b> without leaving.
Family History	Family members worked for <b>large organizations.</b>	Entrepreneurial <b>small-business</b> , professional, or farm background.
Relationship with Parents	Independent of mother, good relations with father, but <b>slightly dependent.</b>	Better relations with father, but <b>still stormy.</b>
Socioeconomic Background	<b>Middle-class background.</b>	<b>Middle-class background.</b>
Educational Level	<b>Highly educated</b>	Often highly educated, particularly in technical fields, <b>sometimes not.</b>
Relationship with others	<b>Hierarchy as basic relationship.</b>	<b>Transactions with hierarchy.</b>