

The Characteristics of Traditional Managers Versus Intrapreneurs

(from *Intrapreneuring*, by Gifford Pinchot)

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

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