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Thesis Summary:

“Corporate Jam sessions: Towards a Consulting framework for Intrapreneurial Ventures”.

Summary

As Global Corporations create or acquire new businesses across borders, they create the cultural equivalent of a “tectonic” movement: occurring at varying depths below the surface generating both slow, gradual change, and sudden shocks with profound effects.

Corporate Ventures are thus strong catalysers of cultural change: they require hands-on skills and intuitive knowledge; encourage creativity rather than a legacy of operational compliance; and rely on individual leadership rather than hierarchical authority. Yet, they are also vulnerable to being destroyed by the inertia of the pre-existing structures or the very momentum they have created.

Coaching these operations in a global environment implies going beyond the heroic entrepreneurial clichés offered by the media, facilitating and facilitating the cultural and human processes by which the required skills and aptitudes for the new Venture can emerge.

Recommendations

Encourage Adaptation

Contributing to a successful restructuring means anticipating the cultural obstacles it might encounter and accepting the operational changes that it will imply.

To this end, the parties to an M&A operation or an intrapreneurial project should be FORGETTING the legacy of their former operational environments and privilege the LEARNING, often in an intuitive fashion, of new roles and behaviours.

This can be facilitated by:

- Mapping cultures and know-how's prior to the project or acquisition;
- Learning to deal with uncertainty and complexity;
- Overcoming conflicts of loyalty and rebuilding trust;
- Redefining values, contributions and objectives of the new entity;

Build Alliances

In today's matrix-shaped and multicultural organisation, the synergy of newly created teams requires more than a mere managerial coordination.

The parties to an M&A operation or an intrapreneurial project should put in place a framework for BORROWING from each other, based on a common exploration and experimentation of their projects.

This can be facilitated by:

- Defining new forms of collaboration;
- Managing the human side of operational and organisational transitions;
- Ensuring continuity in internal and external partnerships;
- Reassuring, or even better involving, customers;
- Creatively and jointly building a new competitive advantage;