INTRAPRENEURSHIP FOR PROPOSAL TEAMS

Understanding, Cultivating and Sustaining Creativity

#apmp2017
“ROCCO”

“At my wits’ end, Mom. I can’t walk him because he is utterly unresponsive and uncontrollable, not to mention defenseless and devoid of dignity. He’s a pathetic, little runt. I’m ashamed to be seen with him. I’m on the cusp of selling him on eBay. He is a less poetic version of Marley. If I write a book about him it will be titled: *The Case for Animal Cruelty*. Can’t stand him. Come home please.”
“Intrapreneurship”

- New products and services
- Better ways of reaching customers
- Techniques for doing more with less
- Quality improvements
- Cycle-time reductions
- Novel methods of lessening environmental impact
- Improved organization system and structures
- New approaches for gathering and distributing information
- Better internal services
- New forms of employee and stakeholder participation
- Anything else that makes the world or the organization a better place

Credit: “Intrapreneuring in Action; A Handbook for Business Innovation"
Understanding, Cultivating and Sustaining Creativity

“Creativity is contagious. Pass it on.”

“Creativity is intelligence having fun.”

“Creativity is seeing what others see and thinking what no one else has ever thought.”

“The secret to creativity is knowing how to hide your sources.”
Understanding, Cultivating and Sustaining Creativity

1. Intrapreneurship for Proposal Team
2. Organic Growth
3. Exercise 1
4. Exercise 2
Every Organization Has an Immune System

• It is a filter to manage risk
• Creativity OFTEN gets caught in that “filter” because creativity is a risk
Understand

- What is it?
- Boundaries
- Criteria
- Desired Outcomes
- Why?
- Messages
- Packaging

Cultivate

- Permission
- Trained Responses
- Methods of Encouragement
- Time and Space
- Code Words
- Safety
- Raw Materials
- Triggers

Sustain

- Resources
- Recognition
- Methods of Redirection
- Harvests
- Novelty
- More

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At what age is a human most creative?

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Why do so many of us stop being creative?

Kindergarten Classroom

College Classroom

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The Power of Play

Uniformity
Inappropriate Play
Play is Childish
Habit
Objectionable Results

#apmp2017
The Power of Play

Uniformity
Inappropriate Play
Play is Childish
Habit
Objectionable Results

Don’t dare try to create something!
If you do, you might...

...stand out from the crowd!
Someone might think it’s unfair!

...offend someone! They might think it’s inappropriate!

...appear foolish! Someone might think my idea is stupid!

...surprise someone! They’re not used to me being creative!

...scare someone! They might be opposed to my ideas!

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Some Ideas That Gradually Decay the Unafraid Inventiveness of Youth

1. Play is for children, not adults.
2. An adult can only really “play” on the weekend.
3. Play is the opposite of work.
4. Play may be ok for recreation, but it doesn’t belong in the office.
5. An adult cannot play and be productive at the same time.
6. If an adult plays, he or she is wasting time.
7. If an employee plays in the office, someone will be offended.
8. I’ve never had a playful approach to work. If I suddenly tried, it would alienate people.
9. If I play, my employees/managers/clients won’t take me seriously.
10. We have a social committee. We offer after-hours options. That’s enough.

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**Role Play**
- Action Figures
- Pretend
- Imaginary Friends
- Puppets
- Cars
- Improvisation

**Recreation**
- Movies
- Reality TV
- Chat rooms
- Video games
- Theatre

**Occupations**
- Film and TV
- Video Game Design
- Acting
- Education
- Marketing

**Business Uses**
- Preparing for Sales Calls and Meetings
- Building Relationships
- Sensitivity Training
- Simulations
- Emergency Preparedness Training
- Problem Solving
- Strategic Planning

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Storytelling
- Writing
- Story Pictures
- Poetry
- Play Acting
- Puppets

Recreation
- Reading
- Writing
- Narrative Games
- Movies

Occupations
- Writing
- Journalism
- Clergy
- Film and TV

Business Uses
- Proposals
- Persuasive Presentations
- Advertising and Marketing
- Web Sites
- B2B Sales

#apmp2017
Nurturing
- Dolls
- Animals
- Pets
- Siblings
- Plants

Recreation
- Pets
- Gardening
- Hobby Farms
- Playing with Children
- Caring for the Elderly
- Political Activism

Occupations
- Education
- Child Care
- Medicine
- Zoology
- Veterinarian
- Social Work
- Clergy
- Farming
- Activist

Business Uses
- Training
- Leadership
- Change Management
- Mentorship
- Community Involvement
- Employee Engagement
- Charity Work

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Humor

- Silliness
- Jokes
- Mimicry
- Riddles
- Surprise
- Slapstick
- Absurdity
- Funny Faces
- Impersonations

Recreation

- Standup
- Comedy
- Pranks
- Costume
- Parties
- Party Games

Occupations

- Comedian
- Actor
- Cartoonist
- Satirist
- Sales
- Politics

Business Uses

- Presentations
- Special Events
- Leading Meetings
- Employee Engagement
- Health and Wellness
- Experiential Marketing
- Simulations

#apmp2017
Building
Snow and Sand Sculptures
Blocks
Forts
Models
Treehouses
Lego®

Recreation
- Restoring Cars
- Renovating
- Building
- Models

Occupations
- Architect
- Engineer
- Construction
- Craftsman
- Carpenter
- Welder
- Interior Designer

Business Uses
- Conceptual Design
- Employee Engagement
- Product Development
- Problem Solving
- Land and Community Planning
- Functional Programming
- Event Planning

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Exploration

Adventure and Wandering
Discovery
Experimentation
Stargazing
Drawing Maps
Telescopes

Recreation

- Traveling
- Boating
- Hiking
- Mountain Climbing
- Research
- Museums
- Reading

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Occupations

- Travel Agent
- Tour Guides and Interpreters
- Science and Research
- Environmental
- Entrepreneurs
- Archaeologist

Business Uses

- Market Research
- Product Development
- Change Management
**Puzzles**
- Mazes
- Numbers
- Crosswords
- Guessing
- Trivia
- Puzzles

**Recreation**
- Scrabble, Words with Friends
- Trivia
- Crosswords
- Sudoku
- Chess
- Mystery Novels

**Occupations**
- Statistician
- Mathematician
- Accountant
- Historian
- Scientist
- Diagnostic Medicine
- Investigator
- Detective
- Forensics

**Business Uses**
- Employee Engagement
- Mental Acuity
- Case Studies
- Problem Solving
- Strategic Planning

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Wrestling
- Rough-housing
- Horseplay
- War
- Racing
- Tackle Football
- Arm Wrestling
- Tag
- Rock-Paper-Scissors

Recreation
- Sex
- UFC Fighting
- Hockey
- Martial Arts
- Football
- Rugby
- Roller Derby

Occupations
- Military
- Law Enforcement
- Martial Arts
- Security
- Coaching
- Fitness

Business Uses
- Team Building
- Health and Wellness

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Risk-Reward

Recreation
- Sky-Diving
- Rock Climbing
- Extreme Sports
- Gambling
- Drinking and Drugs
- Expensive Toys

Occupations
- Military
- Law Enforcement
- Paramedicine
- Investment Banking
- Stock Broker

Business Uses
- Employee Engagement
- Team Building

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**Collecting**
- Stamps
- Coins
- Bugs
- Toys
- Treasures
- Rocks

**Recreation**
- Collecting (spoons, books, stamps, vintage toys, cars, art, antiques)
- Scrapbooking

**Occupations**
- Retail
- Statistician
- Entomology
- Archaeology
- Antiques
- Museums
- Art Galleries
- Geologist

**Business Uses**
- Charitable Giving
- Research
- Metrics and Data
- Predictive Analytics
- Purchasing

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Music
- Instruments
- Singing
- Chanting
- Rhyme
- Rhythm
- Rap

Recreation
- Instruments
- Concerts
- Festivals
- Jamming
- Choir

Occupations
- Recording
- DJ
- Radio
- Conductor
- Choir
- Singer
- Musician
- Music Instructor
- Sound Technician

Business Uses
- Employee Engagement
- Learning and Development
- Health and Wellness

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Dancing
Movement
Artistic Expression
Synchronous Movement

Recreation
- Ballroom
- Salsa and Latin
- Line Dancing
- Aerobics

Occupations
- Dance Instructor
- Dancer
- Choreographer
- Dance Studios

Business Uses
- Employee Engagement
- Health and Wellness
- Team Building

#apmp2017
Art
- Painting
- Drawing
- Sculpture
- Crafts
- Coloring

Recreation
- Painting
- Drawing
- Crafts
- Renovating
- Decorating
- Sewing
- Needlepoint
- Knitting
- #apmp2017

Occupations
- Fashion
- Artist
- Interior Designer
- Graphic Artist
- Architect
- Advertising
- Interior Decorating

Business Uses
- Employee Engagement
- Internal Communications
- Creative Expression
- Team Building
- Charitable Giving
- Health and Wellness
Structured Games
Board Games
Chess
Sports
Schoolyard Games
Card Games
Recreation
- Chess
- Card Games
- Sports
- Online Games
- Smart Phone Games
Occupations
- Coaching
- Sports Journalism
- HR
- Recruiting
- Education
- Fitness
Business Uses
- Employee Engagement
- Creative Inspiration
- Incorporating All Types of Play
- Learning and Development
- Decision Making
- Planning
#apmp2017
Creating Games
Combining Other Types of Play in Invented, Structured Games

Recreation
- Writing
- Volunteer Work
- Inventing

Occupations
- Entrepreneur
- Business
- Product Development
- Inventor
- Writer
- Software Developer

Business Uses
- Employee Engagement
- Creative Inspiration
- Incorporating All Types of Play
- Learning and Development
- Decision Making
- Planning
- Product Development

#apmp2017
<table>
<thead>
<tr>
<th>Provide Time and Space</th>
<th>Identify a Dialect</th>
<th>Create a Safe Environment</th>
<th>Provide Raw Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>When is it encouraged?</td>
<td>Cues and Code Words</td>
<td>No Judgment</td>
<td>Knowledge of Play</td>
</tr>
<tr>
<td>What results are we looking for?</td>
<td>No Explanation Required</td>
<td>No Punishment or Retribution</td>
<td>Access to Players</td>
</tr>
<tr>
<td>Does it meet criteria?</td>
<td>Trigger the Imagination</td>
<td>No Favoritism</td>
<td>Artifacts and Tools</td>
</tr>
<tr>
<td>Time to test?</td>
<td>Glossary of Terms</td>
<td>Flexibility</td>
<td>Some Games to Start With</td>
</tr>
<tr>
<td>How aggressive?</td>
<td></td>
<td>Adaptability</td>
<td></td>
</tr>
</tbody>
</table>

#apmp2017
Exercise 1

What three types of play do you most remember?

How are they showing in your adult recreational life?

How are they showing in your career?

#apmp2017
<table>
<thead>
<tr>
<th>Type</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Play</td>
<td>Pretend, Imaginary Friends</td>
</tr>
<tr>
<td>Storytelling</td>
<td>Reading, telling stories</td>
</tr>
<tr>
<td>Nurturing</td>
<td>Dolls, pets, plants</td>
</tr>
<tr>
<td>Humor</td>
<td>Silliness, jokes, funny faces</td>
</tr>
<tr>
<td>Building</td>
<td>Legos, blocks, sand and snow</td>
</tr>
<tr>
<td>Exploration</td>
<td>Adventure, wandering</td>
</tr>
<tr>
<td>Puzzles</td>
<td>Adventure, wandering</td>
</tr>
<tr>
<td>Wrestling</td>
<td>Tag, tackle football</td>
</tr>
<tr>
<td>Risk-Reward</td>
<td>Thrill, danger</td>
</tr>
<tr>
<td>Collecting</td>
<td>Hockey cards, coins, bugs</td>
</tr>
<tr>
<td>Music</td>
<td>Rhymes, singing, instruments</td>
</tr>
<tr>
<td>Dancing</td>
<td>Artistic movement</td>
</tr>
<tr>
<td>Art</td>
<td>Crafts, painting, drawing</td>
</tr>
<tr>
<td>Structured Games</td>
<td>Sports, chess, board games, cards</td>
</tr>
<tr>
<td>Create Games</td>
<td>Combining other types of play in invented, structured games</td>
</tr>
</tbody>
</table>
How do you feel right now?

#apmp2017
The Intrapreneur Game
BD Maturity Card Deck
Save the Pixies
Playconomy
Budget Battleship
Proposal Cake

Capture, The Board Game for Architects and Engineers
King/Prophet/Priest
The Race to Value
Anti-Events and Lunch Play
Game Development Competition for MBA Students
Office Move Scavenger Hunt

Health and Wellness Games
Sales Call Simulations
The Job Interview Game
Knowledge Center Backgammon
The Office Politics Game
The Emotional Intelligence Game
Exercise 2

1. Who?
2. Tasks?
3. Play Types?
4. Ideas?

1. Develop win themes
2. Categorize clients and projects for annual strategic planning
3. Write a market research plan
4. Hold better, faster proposal kick off meetings
5. Define new staff positions for an emerging technical service unit
6. Increase charitable giving in a business unit
7. Improve proofreading process
8. Train new proposal coordinators
9. Improve employee engagement
10. ?

Cultivate
How to Keep it Alive and Growing

**Time and Space**
- When is it encouraged?
- Results?
- Criteria?
- Time to test?
- How aggressive?

**Dialect**
- Cues and Code Words
- Trigger the Imagination
- Glossary of Terms

**Safe Environment**
- No Punishment
- Flexibility
- Adaptability
- Redirection
- No Blocking

**Raw Materials**
- Knowledge of Play
- Artifacts
- Some Games to Start With

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What does your office look like?

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Assess the Play Potential of your Organization
Where should you begin?

Ultra Conservative/Traditional
- Highly defined hierarchy
- Strict dress code
- Clearly defined career paths
- Strictly controlled social events
- Internet access to social media restricted
- “Standard Operating Procedures”
- 1950s lunchroom with long rectangular tables
- No laughter or jokes
- Cubicles and offices with closed doors
- Grey, white, black, brown, beige
- Complaints about behavior are commonplace
- Market stays constant
- Change is slow and laborious

Ultra Avant Garde
- Hidden hierarchy or none at all
- Office “neighborhoods”
- No dress code except flip flops and cargo shorts
- Open career paths, all ages
- Work events are social events
- Social media defines the company
- Procedures are always evolving, innovating
- Espresso machine, company garden on the roof with blankets and pillows for meetings
- Laughter is a way of life - nothing is done without sarcasm or irony
- Market is always changing
- Complaints about behavior are frowned upon
- Color, color everywhere
- Light, open attitudes to change and new ideas
- No dress code except flip flops and cargo shorts

#apmp2017
<table>
<thead>
<tr>
<th>Core Operating Principle</th>
<th>EMERGENT</th>
<th>BEGINNER</th>
<th>INTERMEDIATE</th>
<th>ADVANCED</th>
</tr>
</thead>
<tbody>
<tr>
<td>?</td>
<td>Our team now has permission to laugh and play while working. Ideas are recognized and valued.</td>
<td>Our team now knows how to prototype and has more ideas, more often.</td>
<td>Our team now knows how to abandon, refine and build on ideas. We can open up and let go.</td>
<td>We use play to constantly grow, evolve and transform our operations.</td>
</tr>
<tr>
<td>Goal</td>
<td>Test the techniques in “friendly” neighborhoods.</td>
<td>Test more techniques in all neighborhoods.</td>
<td>Proliferate functional play and games and build more of them.</td>
<td>Build on our creativity-centric culture through play.</td>
</tr>
<tr>
<td>Growth Criteria</td>
<td>Small, safe initiatives in local, friendly neighborhoods.</td>
<td>Regular, safe games and play in most neighborhoods.</td>
<td>All neighborhoods have embraced the concepts and many are using.</td>
<td>We have formal roles and responsibilities for play in all neighborhoods.</td>
</tr>
<tr>
<td>Activities</td>
<td>Charitable giving games, meetings, workshops, introduce concepts and listen to feedback</td>
<td>Watch closely, collect play data, try new things in all neighborhoods</td>
<td>Analyze play data, demonstrate progress, characterize ROI</td>
<td>Build on success, evolve, testify to others, bold and ambitious play initiatives underway</td>
</tr>
<tr>
<td>The Paradigm</td>
<td>Break Ground</td>
<td>Plant Seeds</td>
<td>Weed and Water</td>
<td>Harvest and Start Again</td>
</tr>
</tbody>
</table>
# PUNISHMENT vs REDIRECTION

<table>
<thead>
<tr>
<th>What does <strong>punishment</strong> look like?</th>
<th>What does <strong>redirection</strong> look like?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How people feel about their ideas</strong></td>
<td><strong>We’re a team</strong></td>
</tr>
<tr>
<td>Possessive</td>
<td>Quick to share</td>
</tr>
<tr>
<td>Protective</td>
<td>Generous</td>
</tr>
<tr>
<td>Overly attached</td>
<td>“Tell me how you really feel.”</td>
</tr>
<tr>
<td>“If you don’t like my idea, you don’t like me.”</td>
<td></td>
</tr>
<tr>
<td><strong>How people deliver criticism</strong></td>
<td><strong>Sarcasm is ok if it’s inclusive and funny for everyone</strong></td>
</tr>
<tr>
<td>Single people out</td>
<td>Focus on what’s right with an idea</td>
</tr>
<tr>
<td>Focus on what’s wrong with an idea</td>
<td>Encouraging, uplifting, affirming</td>
</tr>
<tr>
<td>Non-constructive</td>
<td></td>
</tr>
<tr>
<td>Hurtful sarcasm</td>
<td></td>
</tr>
<tr>
<td><strong>How people accept criticism</strong></td>
<td><strong>People don’t take themselves too seriously</strong></td>
</tr>
<tr>
<td>Take it personally</td>
<td>Let go of their ideas readily - they can always think of more</td>
</tr>
<tr>
<td>Shut down further ideas</td>
<td></td>
</tr>
<tr>
<td>Quick to give up</td>
<td></td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>To maintain equality - everyone is equal in the “idea room”</strong></td>
</tr>
<tr>
<td>To establish status</td>
<td></td>
</tr>
<tr>
<td>To intimidate others</td>
<td></td>
</tr>
<tr>
<td>To prove my worth</td>
<td></td>
</tr>
<tr>
<td><strong>Behavior</strong></td>
<td>** Assertive**</td>
</tr>
<tr>
<td>Passive aggressive</td>
<td></td>
</tr>
<tr>
<td><strong>Guiding principles</strong></td>
<td><strong>Constructive, forward-thinking</strong></td>
</tr>
<tr>
<td>Chaotic and corrupt</td>
<td>Always thinking about the next step</td>
</tr>
<tr>
<td>No “charter” or “constitution”</td>
<td></td>
</tr>
</tbody>
</table>
Save the Pixies

Misfortune... ...who... ...from where?

The exploited... ...pixies... ...of Siberia.

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Save the Pixies

Misfortune... ...who... ...from where?

The abandoned... ...burglars... ...of Vulcan.

#apmp2017
Save the Pixies

Misfortune...  ...who...  ...from where?

The starving...  ...Smurfs...  ...of Sweden.

#apmp2017
Do you want to receive a research kit?

Thank you.

Michele Rochon
Senior Marketing and Proposal at Stantec – Take my card before you go!