

### **Pre-class survey:**

1. In your view, what are the principal skills and attitudes the manager of an entrepreneur inside must develop? Can a “traditional manager” develop these skills and attitudes? How? [Requires ~100 word response.]
2. Do you have questions or areas you would like to explore further in class based on the preparation reading topics? [Written response requested.]
3. What, if anything, does 3M need to do to regain or maintain its reputation as the “hothouse” of innovation.

### **Reflection Questions** [No written responses required]

4. How has 3M’s innovation process evolved since the company was founded?
5. What if your company has nothing like 3M’s “15% rule,” can you still be entrepreneurial, and if so, how might you do it?

As part of the class we will be roleplaying a meeting between a would-be Entrepreneur Inside and his or her manager. You will have a chance at playing both roles. Here is the background.

### **Background**

**Your company** is a successful, well-managed, 50 year old industrial equipment manufacturer. There is a good career development programs—people are promoted every four years or so and every two years they rotate jobs. The company is adept meeting the streets expectations of predictable performance and quarter over quarter increases in earning. There are, of course problems, but they are not material to our case.

**The boss:** You have been with the firm for 10 years and in the current job for three years. You are a successful, traditional, manager with a good reputation and expect a deserved promotion in the near future.

**The subordinate:** You have been with the firm for three years. You are more than a satisfactory performer and currently serve as a key member of the team engaged in an important project. You have begun to form a good reputation and are also expecting a promotion in the next year or so.

You both enjoy a good working relationship with the other.

### **The setting**

As the subordinate you are coming to your boss with an idea for employing a specialty ceramic material that was developed by the company and is being used in a few of its current products. You see a possible large application in consumer products. This will probably involve licensing of the technology since your firm has no activity in this area at present. However, you believe with some justification that you must develop a demonstration product in order to interest potential licensees.

Your objective for the meeting is to be able to pursue developing and testing your idea.

**The objective of the meeting**

See if you can together reach an agreement on the next few steps that you are both excited about and that the boss is willing to support. (:07) If you find you lack some fact or information that you think you need, simply make up something reasonable and common to many organizations and be explicit about your additional assumption.

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