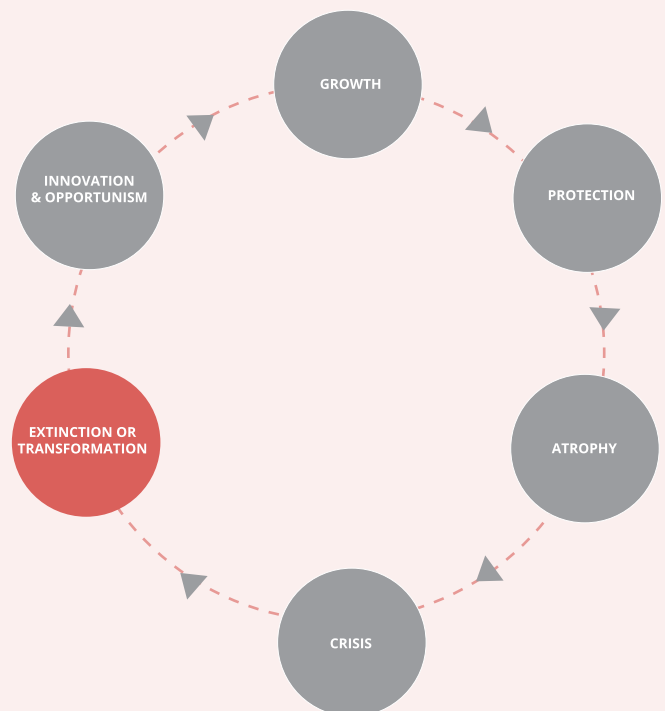


# Building entrepreneurial organisations

The natural cycle of most organisations is from innovation and opportunity, via growth, to protection, atrophy, crisis and, ultimately, either extinction or transformation.

The measure of a truly competitive organisation is the extent to which it can break this cycle; the extent to which, regardless of size, it remains entrepreneurial.

**Meta Profiling designs measures and interventions that help release the entrepreneurial spirit in large organisations.**



“ Although it's common to hear executives report that their employees are not creating enough NEW IDEAS to help the company grow, the reality is that most companies must work harder at nurturing, creating and enabling an entrepreneurial culture that encourages the very innovation they crave.”



Employees of big corporations are eager to be entrepreneurial. Research conducted by Accenture Management Consulting\* found that 89% of those surveyed believed an entrepreneurial culture can lead to new ideas that promote growth. However the research also found that only 20% believe their companies provide the environment and support that allows innovation to flourish; and 75% said their company only rewards an entrepreneurial idea if it works.

\*Nurturing and Enabling an Entrepreneurial Culture: A 2013 study of US companies and their entrepreneurial cultures

# How entrepreneurial are your people?



**Failure to embrace an entrepreneurial culture can drain an organisation of its most promising people – the disruptive talent that makes the difference between success and failure.**

Designed and validated by scientists from Goldsmiths and UCL, META is a psychometric Measure of Entrepreneurial Talent and Abilities: an online profiling tool developed to assess people's entrepreneurial potential.

META identifies entrepreneurial potential in order to help businesses and organisations nurture and retain their entrepreneurial talent.

## Use META to:

- **Recruit and select people** with entrepreneurial potential
- **Identify the hidden entrepreneurial talent** in your organisation and provide a framework for its development
- **Build high-performing teams**, ensuring the best possible combination of people in order to maximise creative thinking, innovation and growth.



*LOUIS VUITTON MOËT HENNESSY (LVMH):* META have partnered with University College London and Global Knowledge to design and deliver the LVMH IT academy. The academy is designed to develop entrepreneurial potential and complex thinking skills in LVMH's IT managers, throughout all of its brands (e.g., Gucci, Tag Heuer, Moët Chandon etc...). Every year, LVMH managers take part in a series of workshops created to nurture innovative thinking as well as the ability to deal with the fast-changing world of technology and work.



*BOEHRINGER INGELHEIM (BI):* BI use META as part of a unique US-wide initiative to understand the psychological determinants of complex or systemic thinking. This 2-year project involves the development of a comprehensive data protocol to quantify intrapreneurial talent and detect its potential. In all, 500 BI employees will participate and results will be reported in an academic paper that will advance BI's understanding of the values, abilities, and dispositions that facilitate corporate innovation.

# How entrepreneurial is your organisation?



If the organisational culture is inimical to entrepreneurial behaviours it doesn't matter how many entrepreneurial people you have, they will leave because of sheer frustration.

META-Culture is a **45 item measure** of the key characteristics of the entrepreneurial organisation.

Questions are grouped in terms of **8 key dimensions/facets** of that culture.



## Use META-Culture to:

- **Identify the drivers and blockers** of entrepreneurial behaviours in your organisation
- **Understand the strengths and weaknesses** of key teams (including leadership teams)
- **Create internal benchmarks** which drive best practice

**Sainsbury's**

*SAINSBURY'S SUPERMARKETS:* In order to innovate and grow within the field of Business Analytics, Sainsbury's used META and META-Culture to first identify entrepreneurial talent within its ranks and then to develop a culture that could support that talent. By understanding the entrepreneurial profiles of individual team members the composition of teams could be modified. By understanding the drivers and blockers in their organisational culture wider transformational change was made possible.