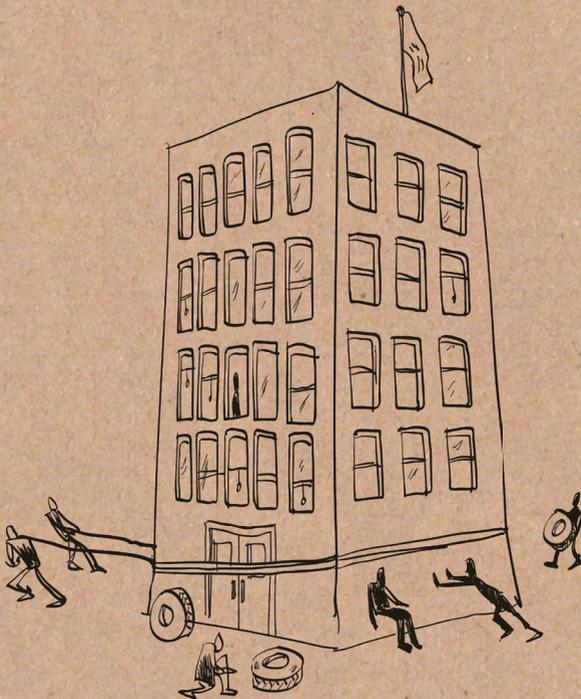


THE INTRAPRENEUR'S TOOLKIT

- For Intrapreneur's Eyes Only -





Over the coming decades, an accelerating pace of change will test the resilience of every society, organization and individual. **The balance of promise and peril confronting any particular organization will depend on its capacity for adaptation.**

Hence, the most important question for any company is this: are we changing as fast as the world around us?

Gary Hamel

Social intrapreneurs are fast becoming key actors in the race towards a new economy.

These corporate changemakers are developing scalable solutions to some of the world's most intractable problems ranging from health to education to environment.

But contrary to social entrepreneurs, they are innovating from within some of the world's largest institutions.

Delivering game-changing innovation inside a company is never easy, but it's even more challenging when the problems you're tackling – such as climate change or poverty – are not always well understood or overtly connected to the business strategy.

That's why we created The Intrapreneur's Toolkit – to support this growing movement of corporate change agents transforming business from the inside out.

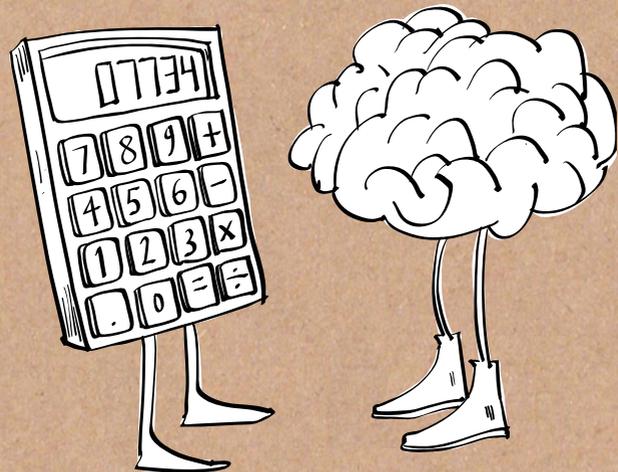
We have organized the Toolkit around five superpowers or 'Mission Briefs' to help you hone your changemaking skills. Each section contains practical tips and insights drawn from our global community of intrapreneurs and experts. This Toolkit is part of a dynamic and growing field of practice – we hope you enjoy it!

For updates, news and to connect with other corporate misfits, please join us:

🏠 leagueofintrapreneurs.com

📘 [facebook.com/leagueofintrapreneurs](https://www.facebook.com/leagueofintrapreneurs)

🐦 [@SocIntLeague](https://twitter.com/SocIntLeague) or [#socint](https://twitter.com/SocIntLeague)



MISSION BRIEF 1. MAKING THE BUSINESS CASE

How to combine the rational and emotional to win over your decision makers.

Hello Cubicle Warrior, today you are **The Corporate Catalyst:** the charismatic indispensable activist in your board room!



Your mission

To generate buy-in around your idea by captivating attention and breaking through corporate jargon.

Your challenges

- + Connecting transformational ideas to a workplace wrought with short-term objectives and hackneyed language.
- + Measuring and demonstrating financial, social and environmental value.

Your super power

Undeniable charm and ability to persuade even the most ardent of naysayers. A keen ability to look over the horizon – to see the next wave of the corporate business model – and connect it with today's priorities.

To hell with facts! We need stories!

Ken Kesey



When is the last time your boss asked you to tell her a great story?

More often, you're told to 'make the business case', 'prove the model' or 'get the data'. Now, we don't disagree that a robust business case and rigorous research are key ingredients to gaining traction for your intrapreneurial idea. It's just that we know something else: people make decisions with their emotions.

No matter how seemingly rational an argument you make for your idea, the person who is doing the deciding will be using gut instinct and hunch 95% of the time.

So, how do you reconcile these very real requests for rational case-making with the knowledge that people rely on emotion?

Take a balanced approach that relies on both right brain and left-brain thinking. Stereotypically the right brain is adept at creativity, intuition and engaging with people emotionally; while, the left-brain is synonymous with logical reasoning, numbers and critical thinking.

Intrapreneurs that are too left brain in their approach, e.g., eager to impress with numbers and stats, may miss the opportunity to foster emotional connection with key allies. On the flip side, those right-brainers who tell impassioned stories, but lack proof points may be dismissed as uncredible. The challenge is to be ambidextrous in the art of persuasion by utilizing both right and left-brain tactics.

Lisa MacCallum - intrapreneurial architect behind Nike's **Girl Effect** and **Designed to Move** is a case point. She attributes her success to an ability to combine rigorous, systems-level research with emotionally compelling stories.

Sure we don't all have the brand fitness of Nike. But finding a way to bring your data off the page and into the hearts and minds of your audience is the surest way to overcome nay-saying in any organisation.

No spreadsheet, no bibliography and no list of resources is sufficient proof to someone who chooses not to believe.

The sceptic will always find a reason... Relying too much on proof distracts you from the real mission – which is emotional connection.

Seth Godin



Tips for amplifying your business case

Left brain – Analytic & Reasoning

Tips for telling a great story

Right brain – Creative & Emotional

1



2



Assess Pain Points

What are your company's pain points? How do they get measured/what are their performance indicators?

Companies invest large amounts of money in addressing their pain points – be it supplier security, product quality, reputation and employee retention. Connecting these pain points with your solution will create a stronger business case for funding your work.

Trust, for example, has become a significant pain point for companies, particularly in the pharmaceutical, oil and gas and financial sectors. Showing how your initiative can help strengthen trust with key stakeholder communities may help to win over their support.

Make It Stick

People can only process so much information, and many already feel overloaded. So amidst meeting notes, agendas, emails, and Power Point presentations, how do you really get your message to stick?

Sometimes it is as easy as having a conversation in a unique or memorable setting. Rather than pitch someone in a meeting room, try to go for a walk with them or visit a museum together.

Getting people outside of the office may encourage their receptivity to your ideas because they will be in a more relaxed and open frame of mind.

Other times presenting striking visuals or prototypes that are unexpected communication tools can get people engaged and get them to remember you and your idea.

3



Connect With Corporate Priorities

Scan CEOs statements or other corporate PR for publicly declared vision, mission and projects.

How does your project support these goals? How can you help your company 'enter new markets', 'innovate', 'drive growth'?

Showing how your initiative will support explicit corporate objectives will help to unlock financial support. Mandar Apte at Shell Oil Company linked his initiative to teach meditation to Shell employees to the CEO's declaration that "Shell would be the most creative and innovative energy company."

Find champions who understand how your work supports the broader vision, and use the champions to think through how your project connects with. Finding alignment with different business units will strengthen your base of support.

4



Be Authentic

Human beings have a finely tuned bullshit detector. As a result, much of the art of persuasion boils down to being authentic.

Help your audience understand who you are. We identify with someone on a human basis. A story creates an underlying emotional connection with someone.

Don't be afraid to go personal.

When Sam McCracken at Nike was pitching the idea for the N7 shoe, he talked about the importance of his Native American roots and the philosophy of Seven Generations 'that in every deliberation we must consider the impact of our decisions on the seventh generation.'

Sam's story was personal, but it also tapped into Nike's increased interest in sustainable product stewardship.

5



Back Up Your Hunch With Evidence

Hunches rank too high on the PWI (the "Perceived Weirdness Index"). It will appeal to true believers, but isolate the majority. Hunches backed by evidence de-risk the proposal.

Make it easy for people to believe – show them it's been done before, it's not a new idea, it's been tried elsewhere.

At an Ivy League university a faculty member began teaching spiritual practices to folks learning negotiation. Rather than selling this idea as 'This has never been done before – it's amazing,' she said,

"The field of negotiation has always been a blend of disciplines, such as economics, behavioral science and psychology. Let's look at the field of wisdom traditions, and ask "what, if anything, is useful?" Placing the idea in an historical context normalized the idea.

Branding it "wisdom traditions" instead of "spiritual practice" reduced some of the crunchy granola aspect. Couching the new idea as "Let's explore together" versus "This is the truth" puts you lower on the PWI.

6



Practice Your Pitch

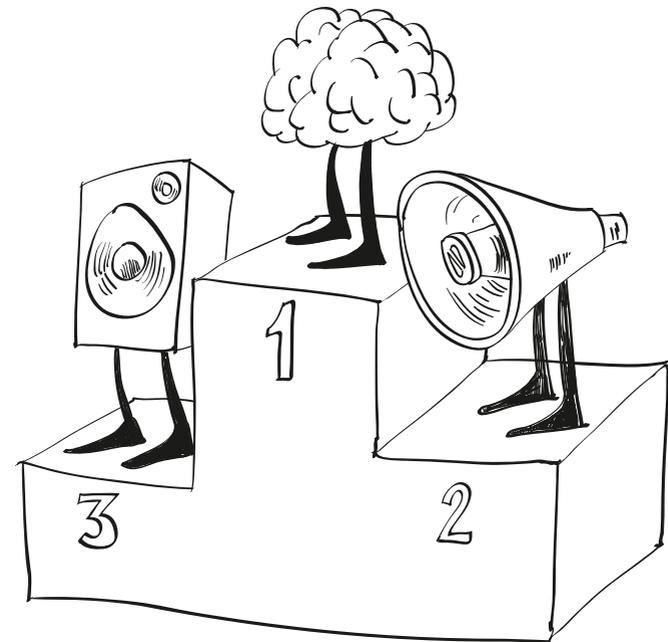
Practice makes perfect. But, don't practice your story or pitch in isolation.

Get other people to weigh in and give you feedback on your communication approach and content – appeal to others' intuitions by getting their gut reactions. What worked for them about your approach and what didn't?

And don't worry. There is no perfect storyteller. You can always get better at it. Put your self in a learning mode and not a performing mode. It is a liberating frame of mind.

Don't raise your voice,
improve your argument.

Desmond Tutu



7



Find Partners To Share Risk (and Opportunity)

No one wants to take 100% of the risk. Find someone to share the risk and watch your company breathe a sigh of relief.

External partners can help to defray financial risk in particular. Intrapreneurs are increasingly turning to aid agencies and donor institutions such as DFID, IDB, IFC and USAID, for example, to help finance their work. New sources of funding – such as pooled or stacked capital funds – are also on the rise. Danone – the French food manufacturer – recently tapped its own employees to set up Danone Communities – a EUR 70 million social innovation fund.

But, partnership isn't just about money. External partners can support your projects in other ways, such as offering expertise, legitimacy and trusted relationships. PATH – a Gates-funded NGO – for example, routinely partners with large corporations. They bring market insight, trusted relationships as well as funding to their partners to help lower the risk of health care innovation.

8



Listen

Listening is the cornerstone of empathy. Take time to listen to people and understand their needs, priorities and motivations.

Listening not only builds relationships between people, but also ensures that people feel included and part of the process.

Half of making the business case is getting others to make it for you – so listen and get others to do some of the heavy lifting by observing how they frame something or what resonates for them.

Then incorporate their language in your communications.



9



Guard Against Mission Drift

We've all heard of great sounding initiatives that get watered down by corporate priorities. Be clear from the start about your initiative's non-negotiables and don't compromise on these.

In fact, clearly communicate these non-negotiables from the start and document them for future reference. This document can serve as a vision keeper for your project. Then at the first sign that your project may be adrift, call this out and raise concerns.

Don't whine about how your projects fundamentals are becoming compromised, but revisit your vision keeper document and show how things are off course – and distil concrete actions you can take to restore your project's mission.

10



Speak the language of your audience

A key skill for social intrapreneurs is 'code switching' or knowing how to speak the language of your audience.

Whether you're speaking to business, to societal stakeholders, or depending on culture of an organization, you must adapt your language accordingly.

The League of Intrapreneurs movement itself gained traction by successfully speaking the language of a multitude of organizations from Ashoka to Accenture, Standard Chartered and the Inter-American Investment Corporation. To help us with translation, we had internal champions within each of these companies that worked with us to craft the value proposition for their respective institutions.

Storytelling in general is a communal act. Throughout human history, people would gather around, whether by the fire or at a tavern, and tell stories. One person would chime in, then another, maybe someone would repeat a story they heard already but with a different spin. It's a collective process.

Joseph Gordon-Levitt





Small Steps

Draft a headline

This is a simple way to help others envision the future. What would the feature article be about your work on the cover of Harvard Business Review, Time Magazine or Wall Street Journal? Mock it up and share it with others.

Learn from others

Study finalists from The League of Intrapreneurs: Building Better Business from the Inside Out, and learn how they made the case for their initiatives.
www.changemakers.com/intrapreneurs
and www.leagueofintrapreneurs.com

Introduce a protagonist

Identify a stakeholder in your project and use their journey to tell the story. For example, rather than doing a data dump about the health benefits of a new medicine, tell the story of Raji, a young mother without access to this medicine, and what life will be like if the medicine becomes available and what will happen if it doesn't.



Bigger Steps

Create Bridges

We're addicted to founding stories. Show how your vision connects to deep values buried in the origin of your organization. Couch your pitch in a story from the past – what inspired you when your company did X and relate what you're trying to do now to that moment from history.

Partner with a reputable university

Universities are increasingly developing expertise in social innovation and impact investing.

Explore the potential for partnership to establish a rigorous monitoring and evaluation system for your business model.

Detail the business case

Clearly define the value you are generating. List all the ways your idea will create value for the company by either

- a) increasing revenue
- b) lowering costs
- c) improving quality or
- d) enhancing reputation.

And don't forget the societal business case. Make sure there is clear value that can be legitimated by third-party societal stakeholders (communities, non-profits or public institutions).

When Dave Berdish at Ford, for example, was selling his vision for the future of mobility, he drew parallels between his vision and Henry Ford's original pioneering inventions with the Model T.

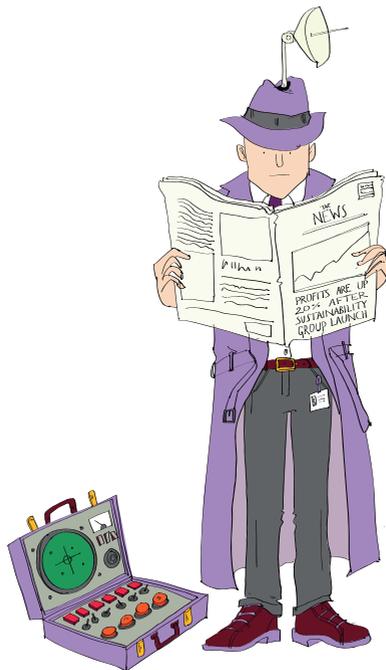
**Tactical
Exercises**



MISSION BRIEF 2. NEGOTIATING THE SYSTEM

How to navigate the intense politics and personalities of the corporate ecosystem.

Hello Cubicle Warrior, today you are
The Secret Change Agent:
working tirelessly outside of
the spotlight for a better world!



Your mission

Knowing how change happens within your organization, who to appeal to and when.

Your challenges

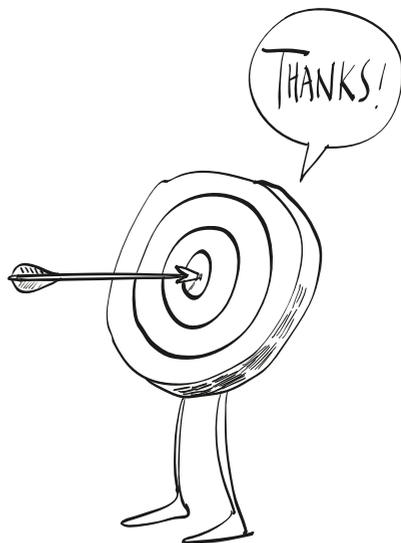
- + Institutional inertia, corporate hierarchy and “carry on” incentives.
- + People who derive security from playing by the rules and dislike disruptions to business as usual.

Your super power

Your ability to seamlessly blend and camouflage into corporate culture. No one suspects you have a hidden agenda to change the world.

Attempt to re-express your target's position so clearly, vividly and fairly that your target says, **'Thanks I wish I'd thought of putting it that way'**.

Anatol Rapoport
Mathematical Psychologist and
Author: Fights, Games and Debates



Seasoned intrapreneurs have a secret to share: good ideas don't sell themselves.

Corporations consist of intense hierarchies and politics that often prevent new ideas from coming to life. This is why you need to know how to negotiate the system – how to drive change amidst opposition, work the matrix and create the right support for your venture.

Gib Bulloch, founder of Accenture Development Partnerships (ADP) – the 'not-for-loss' consultancy arm of Accenture – started his intrapreneurial journey right at the top.

'I sent a fake press article to the Chairman of our board. I didn't know him personally, but I knew if I was going get to this off the ground, I needed this level of support.'

– Gib Bulloch, Founder ADP

Fortunately for Gib, the Chairman met him for breakfast and ADP was born. Now in its tenth year, ADP is on much firmer footing, but Gib still uses his systems negotiation skills on a near-daily basis.

Navigating the system requires mastering a change agent mindset. Some situations require great stealth and camouflage, operating below the radar and not being afraid to bend or even break the rules.

Other times, you will need to enlist senior champions who can offer protection and support. Ultimately, to negotiate the system you need to know the system inside and out – where the influencers are, how decisions get made, who to ally with and how to bring people along with you.

You just have to accept that some days you are the **pigeon**, and some days you are the **statue**.

David Brent



Tips for mastering your Secret Change Agent

1

Know the Players

The mantra is familiar: 'know your audience'. But what does that really mean?

People are not job descriptions – they are complex individuals motivated by deeper emotional drivers, such as recognition, reward, belonging, understanding, etc.

An intrapreneur at a major oil company wanted his boss to approve an innovative strategy on climate change. His colleagues said it was impossible – the numbers weren't strong enough. He saw an opportunity: his boss was about to retire, so he focused on appealing to the potential for a positive legacy. It worked. His boss approved the strategy to leave a lasting mark that he could share with his grandchildren.

Try to dig beneath the surface to truly understand what will get someone excited about (or at least aligned with) your idea.

2

Know Thyself

Knowing yourself is as important as knowing your audience.

How will your audience perceive you and your message? What emotional position are you bringing to your meeting and how might this translate into your body language? What labels are you applying to your colleagues and where do these stem from? How can you create a deeper sense of empathy and connection with others? We don't pretend you can turn every blocker into a champion, but understanding your own biases will improve your odds of success.

3



4

Know the Rules

Understand where decisions are made in your organization and the logic that governs these decisions.

Many rules are unwritten – such as ‘we’re not in that business’ or ‘we don’t do things that way.’ What is the universe of people who go into making a decision and how can you influence them? How can you align your initiative with the primary priorities of key decision makers? Be realistic about the pressures that others are under.

It helps to work with the grain of your organization – finding positive cultural attributes that you can leverage to drive change.

Working with the grain means showing people that you know where they’re coming from; helping them reframe their point of view in a way that is even better than they’d thought of. Showing people you get it first, builds trust and makes it easier to get buy-in around something more left field later on.

Build your Community

Identify key influencers within your organization and get them on your side. Find a champion or leader who can offer you protection.

But, be careful not to be anyone’s pet project. Some intrapreneurs who were overly aligned with a particular CEO struggled to find support when the next CEO came to town.

So try to integrate into the DNA of the company by enrolling people from diverse areas and giving them a stake.

Be aware of when you should switch into chameleon mode e.g., when to camouflage and be stealth and when to seek out recognition and build your brand. External influence from a trusted source can help to advance your work. Think about whom you might get to endorse you or lend a helping hand from the outside.

Cognitive psychologists call the act of being part of a community ‘kin dynamics’. In everyday terms, this is ‘them and us’. Humans are tribal and sometimes we’re not even aware of how kin dynamics influence who we respond to favorably and who automatically raise the defences.

The bigger and deeper your network, the more likely you will be part of a tribe who can help your idea happen.

5

Be a Graceful Warrior

Remember to always lead with compassion and understanding for the demands on others.

Take time to listen to what people have to say, play back what you’re hearing and allow others to be fully heard. Acknowledge where you agree with people and mention how their input has made you think differently.

Once you’ve properly acknowledged that you heard them, it will be much easier to introduce a new point of view. If you experience pushback from management, remember that management isn’t evil. They are guardians of norms that are often key to your organization’s survival. So respect their logic and decision-making – while continuously trying to influence it.



I realized I had terrible relationships with some of the **people whose help I most needed.**

Off the record comment





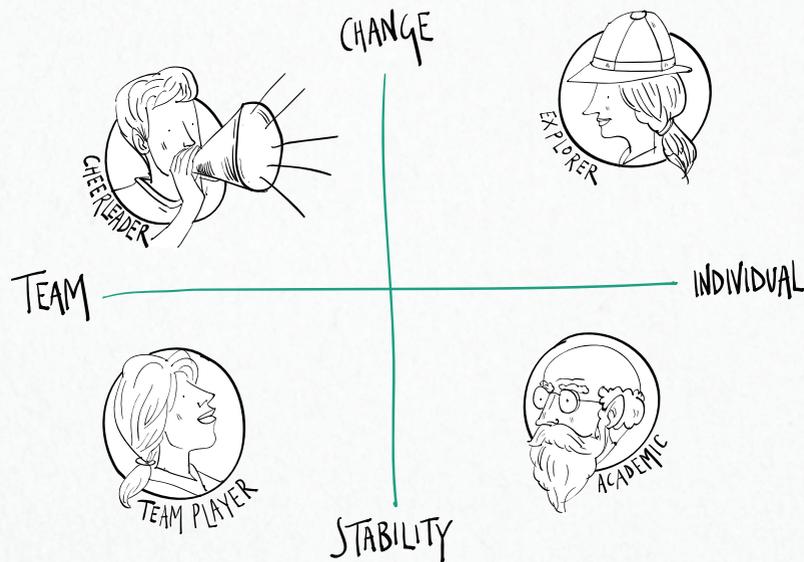
Small Steps

Map Your Influencers

Networking is no longer about attending cocktail parties or corporate lunches (though this helps). Networks have an architecture that you can work to understand and build upon. You really can map them.

There are technical tools to help you, such as free excel add-ons such as NodeXL. But perhaps best to stick with pen and paper and some post-its to get started. Print out your company's organizational charts (if you can find them).

- Who are the key influencers?
- Who are the mavens?
- Who are the connectors?
- Are they on your side or against you?



Bigger Steps

Tap Into Emotional Positions

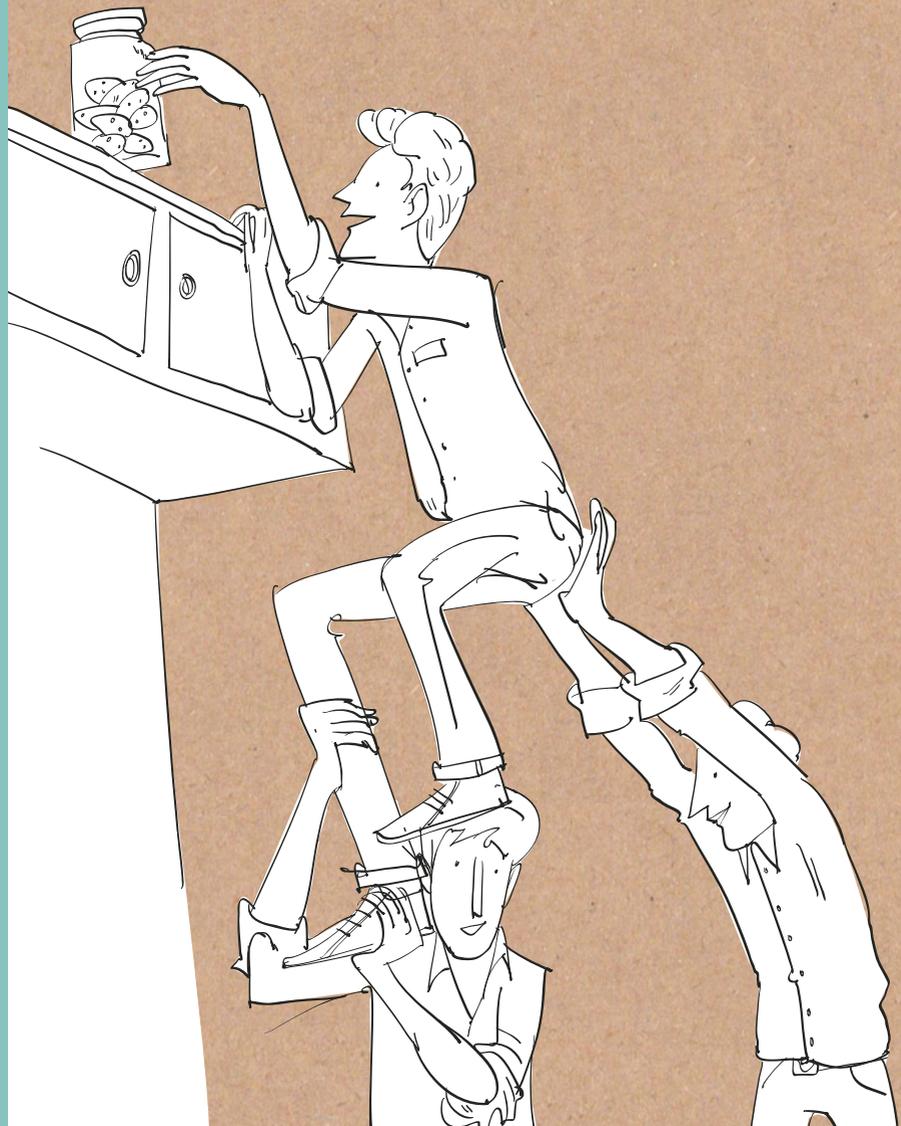
Once you've got your map, develop strategies for cultivating support for your project by identifying individual emotional positions. Set up meetings with key individuals to enrol their support.

Before each meeting ask:

- What do I really know about this individual?
- What's driving them?
- Are they in it for reward and recognition or do they get satisfaction from being part of a team?
- Are they a protector of the brand?
- Do they enjoy pioneering new terrain?
- Do they have other pressures of which I may not be aware - how can I find out?

You would be amazed at what you can discover about someone on LinkedIn and Google. Once you have identified their emotional drivers, then ask - how can I tap into this to get their support? At the end of the day - how can I make this person look good by helping me?

Tactical Exercises



MISSION BRIEF 3. BUILDING COMMUNITY

How to rally support for
your idea near and far.



Hello Cubicle Warrior, today,
you are **The Super Connector:**
building relationships for
world changing impact!



Your Mission

Fostering a sense of community around your idea.

Your Challenges

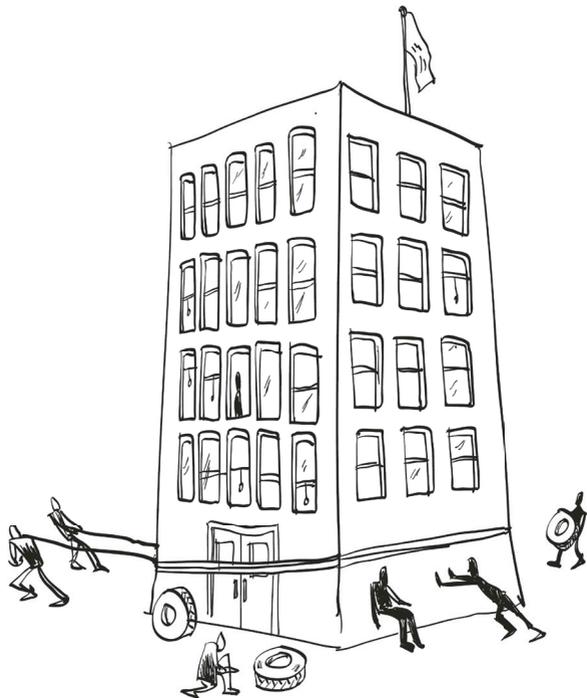
- + Earning the trust of your peers
- + Working to foster collaboration across silos and sectors
- + Democratizing ownership so that your venture can live on without you
- + Aligning your venture with the culture of your organization

Your Super Power

You have an uncanny ability to know whom to connect to and when. You thrive on relationships and feeling connected to a bigger community. You find ways of working across silos and building collaborations that touch upon a wider agenda.

Collaboration is
the human face of
systems thinking.

Peter Senge



At the core, we are all social beings. We want to belong. To feel like we are part of something bigger than ourselves.

Where religious and civic organizations once fulfilled this sense of community, companies are increasingly becoming a place where people find connection and fulfilment. Perhaps because we spend so much of our time at work, we are finding the need to align our values with our day jobs.

Social intrapreneurs – you – are early adopters of this new modality. You are finding meaning at work, bringing your values to business and engaging in a bigger purpose.

Through your work you have an opportunity to model a new way. To show people that there is more to a day job than ticking boxes. Often unaware of your powers, you are slowly helping to shift how people think and work around you.

More practically, as an intrapreneur, mobilizing communities is about getting your ideas off the ground. Whether you're tackling climate, health or poverty – solving systemic issues requires partnerships with unlikely players: no one team, company or even sector can fix a wicked problem on its own.

Partnerships like The Sustainable Apparel Coalition, Starbucks Cup Summit and PharmaFutures are examples of how collaboration has become the new norm.

The good news is that, as an intrapreneur, you are likely a natural born collaborator. Because of your insider-outsider mindset and approach you are able to work across institutional silos, sectors and traditional organizational boundaries to pursue a more systemic agenda. Some might even call you an “ex-trapreneur” because you foster connections and communities in unlikely places.

Tips for building communities of purpose

1

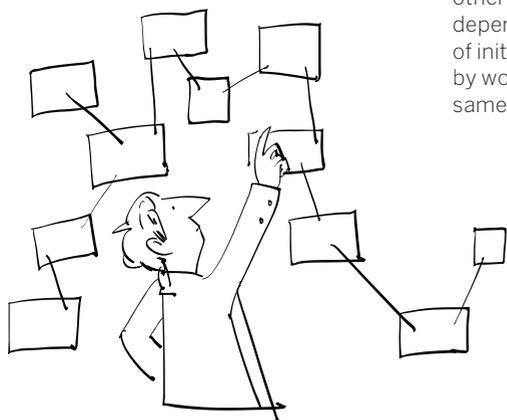
Visualize your System

Make a list of all the stakeholders who have a vested interest in the problem you're trying to solve.

Try to go beyond the usual suspects and think about organizations or communities you might never engage with who are part of the 'ecosystem of concern' on which you're working.

Map out these actors and understand their competencies and points of leverage within the system. Then spot areas where a shared agenda could emerge.

This visual can be the jumping off point for building powerful collaborations with unlikely actors.



2

Connect with your Intrapreneurial Counterparts

Whether you're building out a private-public sector partnership, working with SMEs through your supply chain or fostering collaborations with other companies, make sure that you connect with like-minded intrapreneurs within these organizations.

Increasingly companies are building out interesting partnerships across sectors – a logistics company might partner with a health care company, for example, to help deliver affordable medicines.

The challenge is these collaborations require an enterprising spirit to be ignited and sustained. So find the right allies in other organizations that you can rely and depend on to accelerate these types of initiatives. You'll save time and energy by working with others who share the same mind set as you.

3

Keep Listening

High functioning communities are ones where individuals listen to each other and people feel their voices are heard.

Beware of isolating yourself with a community of enablers. Make sure to seek input from naysayers who think within the dominant logic of your company.

4

Design for Integration

From the get-go, make sure your initiative ties back to core business.

Sometimes at the early phases of a project you might need space and freedom, but don't stay isolated for too long. It's important to be able to identify a pathway back into your organization.

When you become too detached from your organization you risk being marginalized for good. Find ways to establish feedback loops through communication and engagement with core business.

'I have established a network of detractors that help me identify my weak points. I approach them early on in the development of a new idea, so I can build a more effective case.'

Daniel Vennard | Mars, Inc.

Tips for building communities of purpose

5

Create Cultural Alignment

Often social intrapreneurs are adept at creating mini subcultures within their host organizations.

At times, it might feel like the culture you're trying to create is not reconcilable with the culture of your organization.

Ask yourself what is the delta behind the culture that is and the culture that you are trying to create. And the delta should be fairly small. Most people don't like massive change.

6

Practise Code-Switching

Be able to shift how you communicate, depending on your audience – know the right language to use depending on your stakeholder.

Part of building community has to do with knowing how to translate your prerogative into the language of others.

Of all the tactics people use to influence senior management, adapting the frame to the audience is the most effective, according to recent research by University of Michigan Professors Jane Dutton and Sue Ashford.

So give yourself time to customize your message. And develop an understanding of the different types of messaging that works for different audiences.

7

Build Trust

Communities are run on trust. And the biggest opposition to your new idea or venture is how others perceive you within your organization.

Certain rebels with companies are just going to be inherently mistrusted by others that have a stake in business as usual, so go out of your way to earn others' trust.

Some of the most successful intrapreneurs are ones who have already shown that they can "win" at business as usual; that they can play the game and do an outstanding job in areas that the company really cares about. In proving yourself, you then gain more permission to experiment.

8

Be Generous

If you willingly give of your own time and talent to help others with their projects, and help them succeed you will gain their trust.

Let go of your own agenda and step in to help and mentor others that might need your advice. Contribute fully and be prepared to let go of ownership of your ideas. The important thing is that you help others succeed.

'When I think of our failures, they came when we got too far away from our core. We're a sports company. For people to get excited at Nike, it has to tie back to this.'

Sarah Severn, Systems Innovation, Nike.

Tips for building communities of purpose

9

Connect on a Human Level

Find people who share your vision. Spend time together face to face.

Find ways to connect as human beings – have dinner together, travel and meet each other in the real world, play together.

At the end of the day, your community is comprised of people – people working together to change the world. Mechanical things like MOUs, scopes of work, IP Agreements, project plans, etc. will help clarify your plan and approach, but nothing can replace human connections.

10

Democratize Ownership

Make sure your initiative is not overly dependent on you or any one champion for its success.

Your venture needs to be self-sustaining beyond any one leader. Once you prove the model, how can you institutionalize the idea?

Try to factor this on early on, exploring potential internal and external partners who can pick up when you move on.

‘If you don’t have the personal connection, and the meaning of what you’re trying to achieve together, the rest is just veneer.’

Miriam Turner, Interface

The hunger to belong is not merely a desire to be attached to something. It is rather sensing that **great transformation and discovery become possible when belonging is sheltered and true.**

John Donahue





Small Steps

Engage with questions rather than answers

It's human nature to find the flaws in an argument. If you present your idea as fully fleshed, you set yourself up for critique and you limit the potential for deeper engagement by others. Instead, consider how you can present your idea in a way that allows for other people to contribute. You're more likely to end up with a better idea as well as people who feel greater ownership of the outcome.

Create space for your community to connect

Whether analogue or digital, the benefit of belonging to the community for many will be connecting with others in the 'tribe'. Human connections are best, but digital tools are becoming increasingly effective at connecting people.

Jive, Yammer, Facebook are all great tools to connect intrapreneurs with their supporters. Nike's Girl Effect team established a physical space on Nike's campus that included inspiring images and quotes as a way to keep the project visible and create a playful space for community connections.



Bigger Steps

Facilitate Un-Scripted Sharing and Storytelling

Stories ignite community by building intimacy and offering a sense of shared experience and principles. Stories are also key to fostering knowledge flows within any organization.

Giving people space to speak candidly and unrestrictedly about their work fosters learning and understanding particularly across organizational silos.

Too often we defer to simple scripted updates on a busy meeting agenda rather than carve our space for genuine sharing.

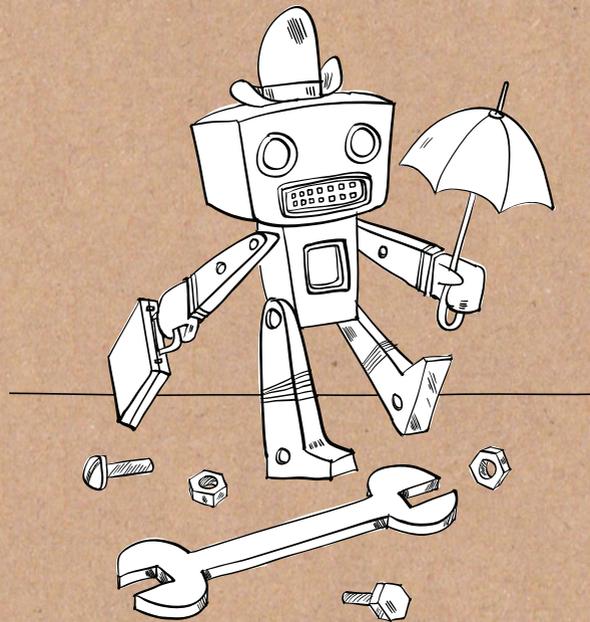
Host a Collaboratory

A Collaboratory is a mash up of collaboration + laboratory – in essence, collaborating for innovation. Collaboratories can be as simple as a one-day workshop or as complex as a long-term, multi-stakeholder project.

The beauty of a collaboratory is that it gets actors from various parts of the system speaking to one another. You'll be surprised at how disconnected all the players are and how much they will learn.

The goal of the collaboratory process is to build a community of players who have a shared commitment to a common purpose and who see the benefit of working together to change the system.

Tactical Exercises



MISSION BRIEF 4. UNLOCKING RESOURCES

How to bring your idea to life
on a shoestring budget.

Hello Cubicle Warrior, today,
you are **The Office Vigilante:**
fearlessly hacking your
company for social impact!



Your Mission

To build a proof of concept on a shoestring.

Your Challenges

Unlocking corporate resources and generating breakthrough innovation while delivering on your day job.

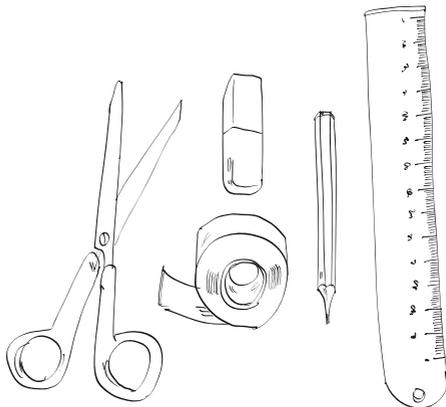
Your Super Power

An ability to see beyond the banality of promotions, politics or pay raises, with a hawk-like focus on how to leverage the company's assets for good. You want big picture results – and you'll rely on your creativity, stealth and resourcefulness to get them.

The world is facing a scarcity of resources, whether those are natural resources, access to affordable capital and education, or even time. The silver lining is that **scarcity reframed is abundance**.

When we apply our resourcefulness, inclusivity and mental flexibility, we can find solutions to seemingly unsolvable problems.

**Dr. Simone Ahuja,
Jugaad Innovation**



Social intrapreneurship starts with bold visions and ambitious questions for the future.

Stuff like, how might we...

- **Bank the 'un-bankable'?**
- **Create zero carbon transport?**
- **Bring big profits to small farming?**
- **Provide world-class education to everyone, everywhere?**

Where others see impossible challenges or irreconcilable tensions, you see springboards for opportunity and innovation. But, to respond to these opportunities requires more than just a generative mind set. You also need a healthy dose of resourcefulness.

It's a common misconception that corporate intrapreneurs are cash flush and resource rich.

Many of you are developing projects on top of your day jobs or have limited access to finance for experimentation. To unlock the resources of your wider organization (and beyond) will require you to get creative and hone your skills for execution.

And this isn't a bad thing. The old saying "scarcity is the mother of invention," rings true today for the social intrapreneur as much as it did for our pre-historic ancestors.

Today, the ability to create something from nothing is part of the animating zeitgeist of makers, do-it-yourselfers and lean start-up enthusiasts. It is about accelerated learning and failing fast (and cheaply).

In the world of art, we have the term **bricolage**, referring to the construction or creation of a work from a diverse range of things that happen to be available. In India, the concept of **jugaad** has become synonymous with makeshift and informal innovation.

Even the word hack has mainstreamed as a sentiment to describe the art of quickly developing a clever solution to a wicked problem. Each of these concepts connotes an ethic of improvisation, frugality and making do that is equally applicable to the street hawker as it is to the cubicle warrior.

Aerodynamically, the bumble bee shouldn't be able to fly, but **the bumble bee doesn't know it so it goes on flying anyway.**

Mary Kay Ash



Tips for fostering a resourceful approach

1

Practise 'Yes, and' Mind set

Resourcefulness starts with your ability to reframe a problem into opportunity.

Where others see challenge or constraint, you see barriers to innovate around and against. Some call this skill integrative thinking. We like to think of it as generative thinking. Whatever the title, it's about moving beyond either/or stalemates and exploring both/and possibilities.

Miriam Turner – an intrapreneur at Interface, a global carpet manufacturer – saw an opportunity to create an inclusive business model that would deliver both social and environmental performance as well as business impact. She's now spearheading NetWorks – a project to recycle used fishing nets to prevent marine debris, provide additional income to fishing communities and creating competitive advantage for her company.

2

Do more with less

Rather than start from scratch, can you repurpose existing tools and knowledge to create intrapreneurial solutions?

Are there social enterprises with which you can partner? Can you prototype and test your idea at small scale to unlock more funding?

Carl Muñana developed a blueprint for building out an impact investing practice while he was at JP Morgan in 1998.

His venture was unfortunately killed off by the Russian financial crisis that erupted, but many years later his blueprint was picked up again by another intrapreneur at JP Morgan.

The result was the company's Social Finance Group that extends capital and impact investment funds to low-income and excluded communities in a sustainable and scalable way.

Many times, intrapreneurial ventures are born before their time. In this way, something that might not have worked five years ago might be ready for dusting off and implementation today.

So before you try to pioneer something new, look at what innovative skeletons might be buried in the vaults of your organization.

Tips for fostering a resourceful approach

3

Keep it simple

Don't innovate in a vacuum. Don't design technology for technology's sake. Make sure you have a deep understanding of the needs of your audience and a good systems perspective.

Eric Reis in Lean Start Up talks about Minimum Viable Products: start with what you need to learn, build only what you need in order to gain that knowledge, then run the experiment to get that measurement. This will help you to hone in on the clear and simple solution. For ventures delivering impact – this logic is essential.

Many products suffer when they are bundled with too many features. This is often a result of not clearly understanding the core need you're designing for. Get out into the field and really understand what a community needs and then design a feature that has a clear line of sight back to those needs. And where possible, try to work with materials that can be manufactured and repaired locally.

4

Tap other people's money

As the lines between business and society continue to blur, new models of financing projects are emerging.

Have you looked at potential resources that exist outside your company such as foundations or development agencies? m-PESA, Vodafone's mobile payment solution received £1 million in seed capital from DFID, the UK's development agency.

5

Know when to stay, quit and spin

At times intrapreneurs get involved in projects and initiatives that reach a dead end. It is important to be able to distinguish when you are at a dead end or at a dip in the curve.

For some intrapreneurial ventures, the question is also one of knowing when to spin out and on what terms.

For example, Phisic Ventures, a leading impact investor, in part, owes to a spin-out of Unilever's Technology Ventures. Similarly, Unilever intrapreneur, James Inglesby, set up Clean Team Toilets – a solution addressing lack of sanitation in urban slums – as a stand-alone social enterprise from the very start. He believed the host company DNA would slow and stifle progress.

6

Channel passion

Passion is the fuel for innovation – particularly under constraints. Make sure that you find ways to continue to nurture your personal passion for your work as well as that of your team members.

Find others who share a personal passion for your issue – you'll be surprised at where they might sit.

When Howard Shapiro, the Chief Agricultural Officer at Mars, became interested in solving the problem of agricultural productivity and nutritional stunting in Africa he built out some unlikely alliances, recruiting the Mars family as well as a range of cross sector actors from IBM, the US Department of Agriculture, and West African plant breeders to begin working on the problem.

As he remembers, "I collected every kind of outlaw person who I could find who was on the cutting edge of their organization."

'Winners quit fast, quit often, and quit without guilt—until they commit to beating the right dip for the right reasons.'

Seth Godin

Tips for fostering a resourceful approach

7

Prototype

Prototyping is definitely an intrapreneurial super power. And yet, many of you wouldn't apply this language to your work.

Prototyping really is just a fancy word for visualizing, and mocking-up your idea to quickly get feedback and insight.

There are four dimensions to prototyping:

Understanding

How can we learn more about the needs of our users?

Inspiring

How can we help people to see what could be?

Involving

How can we enrol and involve others in problem solving?

Validating

How can we learn and fail fast (and cheaply)?

You don't have to be a designer to be great at prototyping. Remember all those arts and crafts you did as a child? Channel this playful, hands-on energy to make your prototypes. Simple tools – like pens, cardboard and glue sticks – can be applied to great effect. Test your skills in low-risk environments to slowly build up confidence.

Many people think that a prototype is a final version before arriving at the finished article. Prototyping is actually a process to help you understand the problem better. James Dyson famously made over one thousand prototypes before producing his first bag-less vacuum cleaner.



8

Be willing to let go

To change the world requires a great deal of experimentation. You won't always know exactly where you are going so try to take your ego out of your project and democratize participation by staying open to challenge, new ideas and the wisdom of crowds.

You never know who might have a vital piece of input or feedback so don't be afraid to show your work 'early and often' without the fear of failure or looking stupid.

Be sure to lead with your needs and challenges so that others feel invited to support you and never stop asking for help. Those who are able to give up control are more likely to find support and inspiration.

The contrarians and rebels, the people on the fringes of organizations who question and deviate from the status quo, which so often leads to inertia and inflexibility, are huge assets for any organization.

Those who disagree with the present often see the future more clearly.

Tim Leberecht, NBBJ





Small Steps

Set-up a winning daily routine

Most intrapreneurs can see schedules and routines as a spoiler to their passion. Setting-up a winning daily routine is what separates successful entrepreneurs/ intrapreneurs from the pack, according to recent studies.

Setting 10-20 minutes aside every day, at the same time to work on your project or prototype will make all the difference.

Self-Impose Constraints

Time and money are intrapreneurs' biggest constraints. Try honing your resourcefulness instincts by creating self-imposed constraints.

For example, if your proposed product solution is \$200 per person, pose a challenge to your team to design a solution for \$2 per person. This radical constraint will help unlock great new ideas.

Or, set a time constraint. Force your team to come up with workable ideas over a two-day sprint. You'll likely surprise yourselves. Google Ventures, for example, regularly does a product design sprint where it works with startups over a short period of time (5 days) to accelerate and unstick projects.

They've noticed that often the best work comes out in short bursts and under time constraints.

Bigger Steps

Observe Hacks in the Field

Field observation is a powerful learning tool. Take a field trip to India, for example, and capture examples of hacks in action. If your budget doesn't stretch this far, get out locally, and see what you can find.

Social entrepreneurs are a rich source of ideas for resourcefulness – so get out and talk to some of these folks.

When GSK was looking to develop more affordable pricing on its medicines, for example, the company looked at social enterprise models in the healthcare space to gauge what more nimble players were doing to provide accessible and affordable product in emerging markets.

Join a hackathon

Most communities now have weekend or evening hackathon events at which you will typically find prototyping experts. The best way to learn prototyping is to sit and observe others who are doing it.

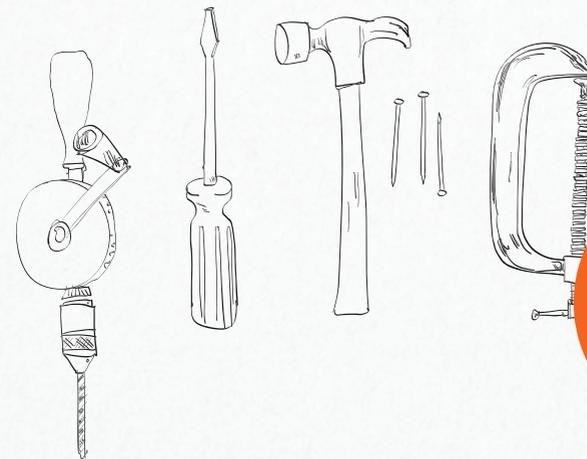
Last summer, for example, Frog Design hosted a Reinvent Business Hackathon with the aim of developing new tools to reconnect business with society's needs. More than 150 people gave up their weekend to participate.

Use a prototype for your next pitch

Instead of using a PowerPoint for your next big pitch to senior management, use a prototype. Think of how you can get these decision makers to experience your future reality through visuals, artefacts and experiences.

Do you have a product that will change the nature of finance? Or disrupt food delivery? Show people what that alternative reality looks like.

Sometimes new ventures can feel like science fiction, so immerse people in the world you are trying to create to make things all the more real and concrete.



Tactical Exercises



MISSION BRIEF 5. FOSTERING PERSONAL RESILIENCE

How to ensure you not only endure,
but also enjoy the journey.

Hello cubicle warrior, today you are **On-Top-Of-My-Day-Jobber** passionately adding to your daily challenges for the good of the world!



Your Mission

To maintain your wellbeing, sanity and perspective while working to transform your organization.

Your Challenges

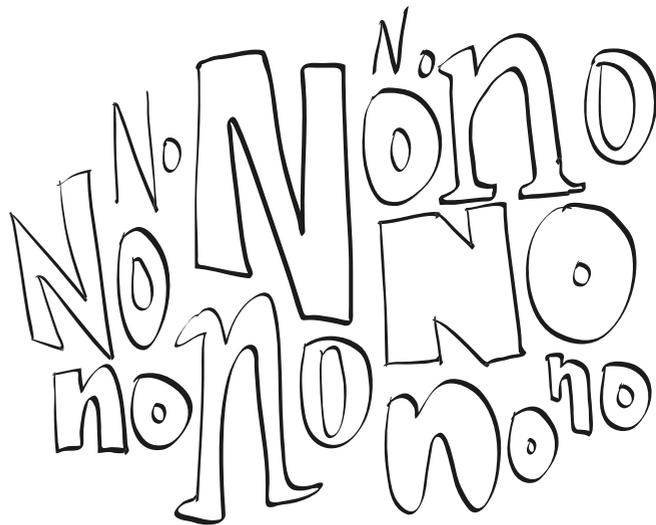
To keep yourself thriving and turn the “daily grind” into a corporate playground for your passion, ideas and potential.

Your Super Power

The ability to catalyze multiple intrapreneurial projects while still delivering on your day job. You find ways to shed the redundant and unproductive in search of über efficiency.

A good half of
the art of living
is **resilience**.

Alain de Botton



Pushing against the status quo on a daily basis takes energy. How many times have you heard the word 'no' in its various shapes and sizes?

It can be easy to forget you're running a marathon when everything seems like a sprint. But, changing the status quo is a long-term commitment. Most intrapreneurs take years to realize results. This is why your own resilience is of the essence. Without it, you risk giving up from exhaustion before you reach the finish line.

'It's like always being late for a train. I needed to learn not to run for every train' – Rachael Barber, former intrapreneur at Barclays and Aspen's First Mover Fellow.

The secret to long-term success lies in your own personal 'Resilience Regime' – staying physically and mentally fit during your intrapreneurial journey. Physical needs are fairly well understood – your mission is to carve out the time to ensure healthy eating, exercise and sufficient sleep.

Mental health, however, is an increasing area of focus for intrapreneurs. Your mind is your most powerful tool. Finding ways to calm the mind in times of stress, gain perspective and strengthen your core being will help you rise to your intrapreneurial challenge.

Of course, we can't promise absolute Zen overnight. But, we can promise that even small daily doses of mindfulness will help.

Namaste.

You should meditate once a day.

And if you don't have time to do that, you should meditate twice a day.

Sanjiv Chopra
Dean at Harvard Medical School



Tips for maintaining your resilience

1

Stay mission focussed

You are on a mission, so stay focused. Avoid energy draining drama or distractions.

Choose your battles wisely. If something is a direct threat to your mission, engage in that conversation, but don't recklessly strike out. Being an intrapreneur, however, doesn't mean you have to become Joan of Arc and slowly burn at the stake. Identify and stay true to your non-negotiables.

2

Spend your time with supporters

Find support and connection from outside networks that energize and re-charge you.

When you're feeling misunderstood or deflated internally, look outside to people who honor who you are and what you are about.

Participate in or create a circle of trust, a peer group that provides you not with the tips on what to do and how to do it but rather with a supportive space where you can hear yourself better. Sometimes finding acknowledgement or generating momentum externally can be just what you need to gain internal traction.

'I ask myself what am I uniquely positioned to do that no one else can? It helps drop a lot of not so important projects and keep the long-term vision in mind (and heart).'

Joanna Hafenmayer
MyImpact

Tips for maintaining your resilience

3

Go with the flow

When you resist something, stress is created. So slow down and simply “love what is.”

Don't get frustrated when reality doesn't conform to your expectations or when things don't go as planned. Accept the organization as it is without becoming overly critical.

Complaining drains your energy. Leadership is about maintaining a positive attitude even in the face of adversity.

‘Nowadays every visionary CEO is inspiring their organization to be more innovative. But barriers to innovative thinking are often a lack of mental and social skills.’

Mandar Apte
(League of Intrapreneurs Awardee) Shell

4

Practise Compassion

It's easy to dismiss people who ‘don't get it’. But, taking time to understand these disconnects can help you to build your resilience and strengthen relationships.

Many people operate from a position of fear – fear of failure, fear of reputation, fear of the unknown. Ask yourself: What is motivating this person at a deeper level? How can I better understand their point of view? And, don't forget to look in the mirror. What biases am I bringing? Which of my fears is this person tapping into?

5

Leave your ego at the door

Most of the stress that we experience is the result of the voice in our head that kicks in when things don't go as planned or expected.

That voice is your ego, reacting based on past experience. As useful as our ego is as a protective mechanism, it does get in the way of your creative potential, that wonderful right brain activity.

Take time to ‘observe’ what's going on in your head and question whether this resistance you are feeling is simply the good old ego at work. This is where a mindfulness practice is key.



6

Don't be a martyr for the cause

Find the right balance of being in service to an issue or community without sacrificing your needs.

We're all multi-dimensional human beings and as much as we might create brands around being a “climate change guy” or a “food access heroine,” remember that you are bigger than any one issue – and take time to nurture the other facets of your personality.

It is good to have a sense of urgency, purpose and mission, but remember that we're playing a long-term game. Ultimately, it's about knowing when you need to sprint and when you need to save yourself for more of a marathon.

Remember, there are many great social change revolutionaries that started as the turtle “slow and steady” and not the hare.



Small Steps

Change your environment, take a deep breath, hydrate

If you feel a wave of a negative emotion coming on, get up, breathe and hydrate. It's amazing how something so simple can quickly shift your perspective. Even moving into an office stairwell or stepping outside for a few minutes can help clear your mind and help you to start thinking clearly again.

Visualize your accomplishments

People say the life of an entrepreneur is a lonely road. Well, the life of an intrapreneur living under the radar can be even lonelier. To stay energized, you need to give yourself a pat on the back for your different accomplishments. Too often, we don't acknowledge ourselves for all the hard work we put into something.

So take a moment to feel proud.

Write down your accomplishments so you can easily visualize them. And keep these accolades around you when you need a boost.

Ask yourself, 'Is this for me to do?' –

Susan Collin Marks, Senior Vice President, Search for Common Ground, offered this advice to social entrepreneurs and intrapreneurs at the 2013 Skoll World Forum. Her point: you have to prioritize in order not to run yourself in the ground. And she speaks from experience. After ending up in hospital due to a stress-related illness, Susan knew something needed to change.

Now, when an opportunity emerges, she waits 24 hours before committing and asks herself 'Is this for me to do?' Your criteria will be unique to you, but pausing to reflect on your priorities will help you both to maintain resilience and increase your impact.



Bigger Steps

Words create worlds

Monitor the words you say to yourself. Are they sending you off into a sea of negativity? It's amazing how easily we can switch into a negative and fixed mind set. Thankfully it's temporary. Get savvy at spotting when it happens, then see if you can pick up on any patterns in what triggers this way of thinking.

Explore how you could respond differently to these trigger events. Also look at the words you are saying to yourself.

Try to re-frame what you are saying in a more forward-looking, open way. Mastering this is a powerful tool in your Resilience Regime.

Be realistic about what you can control

Resilient leaders "are characterized by a staunch view of reality. They are very logical in their interpretations of setbacks—what is in their control, out of their control, and options for taking action." (Emotional Resilience Toolkit produced by Business in the Community)

If you are feeling overwhelmed or frustrated, pause and make a list of what is realistically within your control to change and what is outside your sphere of influence. Literally, making two columns and identifying what you can control will help you regain perspective and re-focus your efforts.

Begin your mindfulness journey

The mind is a powerful tool and we are increasingly learning about how it works and interfaces with the rest of our body.

Several intrapreneurs we spoke with use 'meditation' as a way to manage stress and keep perspective. Mandar Apte, an intrapreneur at Shell, for example, practices a system of 20/20/20 – 20 minutes of meditation, 20 minutes of breathing and 20 minutes of yoga a day.

Whether you are just starting or more evolved in your mindfulness journey, reconnecting with the power of your mind is essential to building resilience.

There are many ways to do this – meditation, yoga, a walk or run out in nature, a surf session. At the end of the day, find the activity that helps you to clear your mind, get centred and allows you to practice love and kindness towards yourself. And most importantly, make it a habit!

Tactical Exercises

APPENDIX

Acknowledgements

Where can I learn more?

Contributors

In most companies, the formal hierarchy is a matter of public record - it's easy to discover who's in charge of what. By contrast, **natural leaders** don't appear on any organization chart.

Gary Hamel

Over the past five years we have sought to make social intrapreneurship part of the formula for how we think about changing the world. Our initial forays into the field began with John Elkington in *The Social Intrapreneur – A Field Guide for Corporate Changemakers*.

Building on this initial study, we stepped out and rallied greater institutional support to invest in the creation of a network for corporate changemakers. In the Fall of 2012, *The League of Intrapreneurs* was born with support from Ashoka, Accenture, the Inter-American Investment Corporation, GlaxoSmithKline, Standard Chartered, Virgin and a number of other partners.

The Intrapreneur's Toolkit grows out of our experiences working in the trenches with leading change-agents at large institutions.

The creation of this toolkit would not have been possible without input from leading experts and practitioners, including members of the League of Intrapreneurs. We would especially like to thank:

Gib Bulloch at Accenture and **Rosario Londono** at the Inter-American Investment Corporation for their support in helping us grow this community and contributing to the mounting canon of knowledge in service of social intrapreneurship.

Maggie De Pree and Alexa Clay
The Human Agency

More about the Human Agency can be found at:
www.thehumanagency.net

Special thanks to the team at the BMW Foundation for championing this work around the world.

Where can I learn more?

Creating Shared Value www.sharedvalue.org

Shared Value is the term Michael Porter coined to describe an approach where companies – create value both for shareholders as well as communities. Sharedvalue.org features case studies, reports and blog posts about making the business case for social and environmental innovation.

The Social Intrapreneur: A Field Guide for Corporate Changemakers www.sustainability.com

This report published by SustainAbility in 2007 provides a range of examples of intrapreneurs making the case for game changing social and environmental innovation.

The Story Factor **Annette Simmons**

Annette spent years researching the ancient art of storytelling and has translated these practices into an illuminating book for corporate change agents.

Resonate **Nancy Duarte**

Nancy Duarte has a passion for presentations. This book aims to help you to transform your presentations into compelling stories.

Giving Voice to Values **Mary C Gentile**

Used by Aspen Institutes First Mover Program, this book offers insights to help you voice and action your values

The Moth themoth.org

The Moth is a not-for-profit organization dedicated to the art of storytelling

What Every Angel Investor Wants You to Know

Brian Cohen & John Kador
Early stage Angel Investor. Brian Cohen, provides useful insight into pitching for finance.

Global Impact Investing Network www.GIIN.org

GIIN Provides resources on making and measuring the business case for impact investing.

To Sell is Human **Daniel Pink**

Dan Pink is fast becoming a household name. His latest book is relevant for intrapreneurs trying to sell in their ideas. It includes a pitch worksheet to help you develop your approach.

Thinking Fast and Slow **Daniel Kahneman**

Daniel Kahneman outlines the science behind how our brains work and why paying attention to emotion is key.

The Tipping Point **Malcolm Gladwell**

Master storyteller, Malcolm Gladwell, breaks down how new ideas become the norm.

Getting to Yes **William Ury**

An oldy but a goody. William Ury offers practical tips for navigating the system.

Just Listen

Mark Goulston
Discover the Secret to Getting Through to Absolutely Everyone. American Management Association.

Appreciative Inquiry **David Cooperrider & Diana Whitney**

Written by the founders of AI, this short, practical guide offers an approach to organizational change based on the possibility of a more positive future.

Thinking In Systems

Donella Meadows
Sadly, this wise woman passed away in 2009. But her book remains a helpful primer for anyone interested in learning more about systems. The Donella Meadows Institute also provides additional resources on systems thinking.

More Time to Think

Nancy Kline
A Way of Being in the World. Fisher King Publishing, 2009

Academy for Systems Change.

This is a global community working to crystallize and disseminate emerging knowledge, values and practices to create social systems that foster biological, social and economic well being.

Frog Design: Collective Action Tool Kit

An outline of key protocols and tools for working collaboratively in communities.
<http://www.frogdesign.com/collective-action-toolkit>

Solving Wicked Problems **Jon Kolko**

Jon Kolko provides a practical handbook to help intrapreneurs and entrepreneurs design for impact. The full book is available online for free at www.wickedproblems.com.

IDEO: Human Centered Design Toolkit

Supported by the Bill and Melinda Gates Foundation this toolkit offers concrete practices for better understanding community needs and finding innovative solutions to meet those needs.
<http://www.ideo.com/work/human-centered-design-toolkit/>

Community: The Structure of Belonging **Peter Block**

Offers a way of thinking about our places that creates an opening for authentic communities to exist and details what each of us can do to make that happen.

ArtofHosting.org

For learning about the spirit and tools of hosting effective and meaningful community conversations, about creating community space

Jugaad Innovation **Navi Radjou | Dr. Simone Ahuja | Dr. Jaideep Prabhu**

This book provides an inventory of rich case studies that demonstrate how a frugal, flexible and inclusive approach to innovation most prevalent in emerging markets can be adopted by Western companies to help drive growth around the world.

The Lean Startup **Eric Reis**

The lean startup philosophy is about how startups have a better chance of success without depending on large amounts of external funding or elaborate business planning. But this isn't just a book for entrepreneurs, Reis puts forward principles that apply equally to those working on ventures within the corporate ecosystem.

The Dip **Seth Godin**

"A little book that teaches you when to quit (and when to stick)." Godin has invaluable guidance for those struggling to know when they are experiencing a minor setback versus a total dead end. Critical for intrapreneurs who are trying to suss out whether they are making enough traction.

IDEO: The Art of Innovation

Tom Kelly's book exploring how companies can better harness creativity though self-directed work processes, group brainstorming, quick turnarounds and some amount of rule breaking.
<http://www.ideo.com/by-ideo/the-art-of-innovation>

Stanford Design School Prototyping Guide

Urges folks to stop discussing and start building. A great step-by-step guide to learning the art of getting ideas out of your head and into reality.
<http://dschool.stanford.edu/wp-content/uploads/2012/02/experiment-mixtape-v8.pdf>

99U

Offering insight on how to make ideas happen. Great catalogue of resources from workbooks, talks, videos, and articles.

Managing your Day-to-Day **Edited by Jocelyn Gleil**

Cataloguing wisdom from 20 creative minds on how to manage the modern workplace without feeling overwhelmed, exhausted and over-distracted.

The Resilience Institute www.resiliencei.com

The Resilience Institute founded by Sven Hansen brings insights from diverse fields including medicine, psychology and neuroscience and offers practical resilience training to individuals and teams. Their website features a host of articles and other resources to help you with your Resilience Regime.

Mindset: The New Psychology of Success

Stanford University psychologist Carol S. Dweck, Ph.D.

This book explores why it's not just our abilities and talent that bring us success – but whether we approach our goals with a fixed or growth mindset.

Emotional Resilience Toolkit Business in the Community

This toolkit focuses on the psychological contract between employers and employees governing resilience at work. Available online: <http://www.bitc.org.uk/our-resources/report/emotional-resilience>

Headspace

www.getsomeheadspace.com
A marvellous new app to help de-mystify meditation and begin embedding mindfulness and meditation practices into your daily life.

Art of Living

www.artofliving.org
A global non-profit that teaches meditation and leadership training to master inner resilience.

Contributors

We would like to thank our experts for their contributions.

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Business for the Planet and
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Swarm and Good for
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Personal Champion

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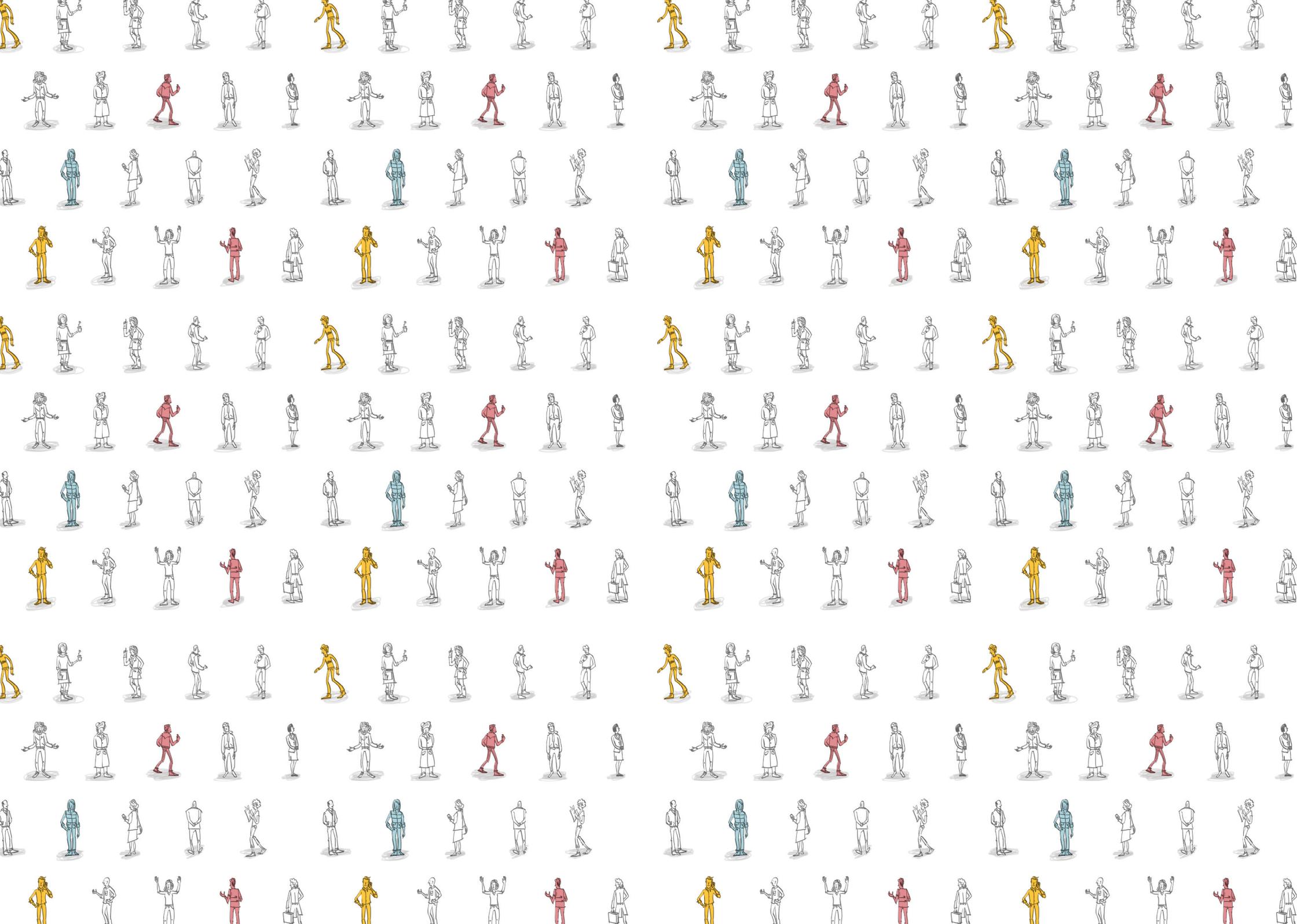
Senior Vice President,
Search for Common
Ground

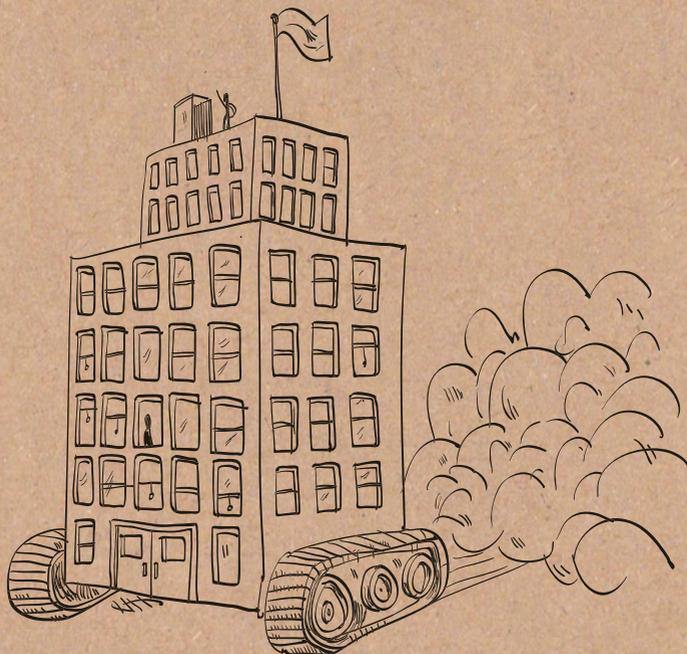
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