

## The Pursuit of Acquisition Intrapreneurs

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## Acquisition Intrapreneur

- Definition: *Individuals within the acquisition profession who take direct responsibility for turning ideas into products through assertive risk taking*
- Background: Fall 2001 Corona SAF/AQ briefing, highlighted an initiative for “breeding innovators”



## Assumptions

- Rewrite of DoD and Air Force acquisition regulations and policies not enough
  - Experiences in Special Programs
  - “Human element” critical to transformation
- Individuals take risks based upon the prospect of a reward

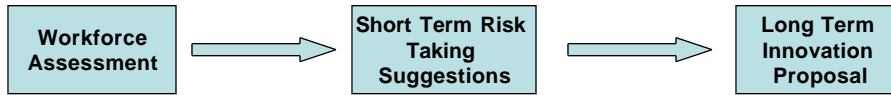


## Research Focus

- Answer two questions:
  - Are innovators real and recognizable in the acquisition field?
  - Can innovative/risk taking members be effectively rewarded?
- Recommend solutions to enable increased innovation and risk taking in AF acquisitions



## Research



### Survey and Personal Interviews

- Identify Risk Taking Individuals and Groups
  - Who is
  - Who isn't
  - What do they want



## Manager vs Intrapreneur Traits

	Primary Motivators	Activity	Risk	Failure and Mistakes	Decisions	Who they Serve
Traditional Manager	Promotion and corporate rewards such as office staff and power	Delegates and supervises	Careful	Tries to avoid mistakes and surprises	Agrees with those in upper mgmt	Others
Intrapreneur	Independence and the ability to advance in the corporation	Direct involvement	Moderate risk taker	Attempts to hide risky projects until ready	Able to get others to agree to help achieve dreams	Self, customers and sponsors

Source: A tailored version of table in R.D. Hirsch, Ph.D. and M.A. Peters, Ph.D., *Entrepreneurship* (McGraw-Hill Irwin, Nov 2001), p.48.

Which Do You Identify With?



## Survey

- Surveys are difficult and just the start:
  - Provide first order insight
  - Factor analysis provides deeper view
  - Write-in comments provide “emotional attachment”
- 340 Responses/37 Air Force organizations
  - By career type: program managers, contracting officers, engineers and logisticians
  - By rank/organizational status: Military, civil service and contractors
- Risk taking opportunities, rewards and motivators identified

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## Survey: Risk Modes

	PMs	PCOs	Engineers	Logisticians	FGOs	CGOs	Civil Service	Contractors
Technical Risk Taking		-	+			-		
Programmatic Risk Taking		+	-	-	+			
Risk Taking Environment								+

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## Survey: Rewards

	PMs	PCOs	Engrs	Logst	FGOs	CGOs	Civil Service	Ctrs
Promotion system working as advertised		+		-	+			
Stability, my family comes first		-						
Bonuses				-				
Promotion based on risk taking	-	+			-	-	+	+
Credentials					-			+
Challenging projects		-	+					

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## Survey: Motivators

	PMs	PCOs	Engrs	Logst	FGOs	CGOs	Civil Service	Ctrs
Present work provides an opportunity for innovation						-		+
Present work provides a challenge				+		-		+
Unmotivated, acq "system" determines outcomes				+	-	+		
Autonomy			+					-
Future promotion oriented positions		+						
Future PM jobs	+					+		
Future tech jobs			+			-		+

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## Recommendations

- **Short Term (PCOs and Engineers):**
  - Provide funding for experimentation
    - Provide contract incentives, change proposals geared to schedule improvements
  - Report failures and successes (PMs)
    - Fault tolerant leadership and decreased learning anxiety
- **Long Term (Company Grade Officers)**
  - Jobs: meeting job expectations
  - Environment: constructive leadership and funding
  - Training: grass roots programs
  - Support: special designators for innovators



## Summary

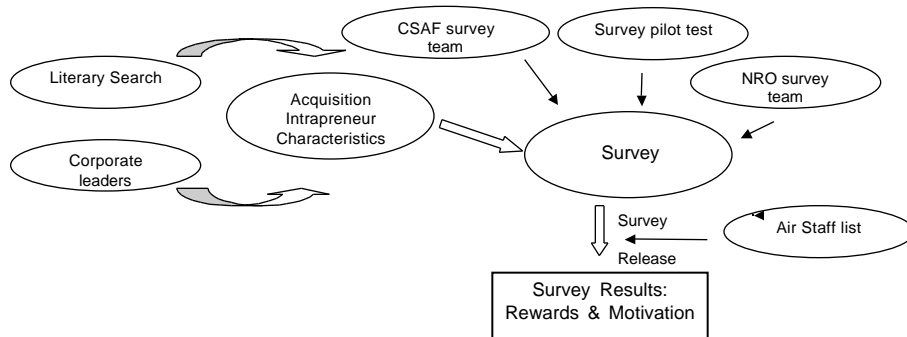
- **Career management changes difficult to implement**
  - Mentorship plays a critical role, i.e. Jack Welch
  - E.H. Schein's learning/survival anxiety model exists within Air Force programs
- **Change consultants will continue to "peddle their wares"**
  - Traditional practices reduce initiative effects
- **SecDef memo highlights, 17 Sep 02**
  - Bronze Star recipient in AF Space Command



# Backups



# Research Outline





## Responses

- Jobs: *“I have personally sought opportunities to serve in an operational sense, but am limited by my AFSC (62)”...CGO*
- Environment: *“Only when the users truly need something do we embrace risk and take action”...Civilian*
- Training: *“The best training is OJT, you can learn some of the basics in the courses, but you have to be able to put those basics to use or they’re useless”...CGO*
- Support: *“We continue to use innovative thinking to get systems to the warfighter...we take the risks, but do not share in the rewards”...CGO*