

# Chapter 14

## Siemens Intrapreneurs Bootcamp: Purpose-Driven Innovation to Unleash People’s Potential for Impact-Based Business



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### 14.1 Purpose as Foundation in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) World and Basis for Impact

You have a choice: You can go into a world that has been built or you can build the world yourself. And as a creative person, naturally we will choose the option of creating the world. (Prof. Yunus, One Young World Summit 2016)

With the emergence of ever faster technology developments, new business models, and more complex market environments, the way we innovate in business is undergoing a huge transformation. On top of that, we face fundamental disruptions in the global interconnectedness from climate change to socio-political systems. It is no secret that our world is becoming more volatile, uncertain, complex, and ambiguous—VUCA has become the “new normal” (Mack & Khare, 2016). This poses tremendous challenges to the business world but also holds a massive chance for new opportunities. Especially large corporations with their international market presence have the power to create significant impact for the sake of our planet and societies by their innovations and the way they run their business.

This case study illustrates the power of global companies to innovate for a greater good in a VUCA world. Embedded in theoretical foundations on the topic of corporate innovation management and purpose as orientation in complex environments, it specifically describes the pioneering format of the Intrapreneurs Bootcamp and its setup.

Living in a VUCA world implies that constant innovation is more important than ever. When asked about the most important factors for successful innovation, the majority of 246 CEOs from around the world see the right leadership and culture as most crucial. At the same time, the existing company culture was

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mentioned as second greatest constraint from being more innovative right after a lack of financial resources (Percival & Shelton, 2013). This reflects that in a changing world, formerly successful behaviors, orientation, and principles are not suitable anymore.

In a mechanistic world view, we had processes and input-output formulas resulting in a rather certain output. Nowadays, in an increasingly complex world, there is no reliable prediction of causal if-this-then-that relations. This means a solution cannot be predetermined but will evolve through new decisions for each respective step towards a potential solution. It is purpose, not formulas and processes that give employees/people their power and orientation to steer through those unknown waters (Buck & Buck, 2014).

According to a systemic view, purpose of a system can be everything that helps this respective system to survive and continue living (Luhmann, 1987). In the course of innovation, we find different levels of purpose that need to be consistent in their relation in order to create the greatest impact: The individual purpose, a common team purpose and a company purpose that frames the endeavors of a team.

On an individual level, purpose can be seen as an inner compass for each single person where one wants to create impact in life and your contribution has broader meaning (Hansen, 2018; Heath & Heath, 2017). Within this case study, purpose is understood in the context of a personal working environment. Purpose on individual level gives a bigger picture for oneself and hence a language of alignment to other team members. The inner drive to work on something meaningful helps to build resilience, to stand up again and again whenever an unforeseen hurdle comes up. This is an important trait in the course of innovation projects where early failure is the norm and success comes with much iteration.

The team purpose gives a joint answer to the question “what shall be made possible?” and hence gives a common orientation for the team operating in an uncertain environment. It is what holds a team together and helps a team to focus on the impact to be achieved with their project. It is easy to fall for a particular solution and stick to it which is what we often experience in daily business. However, in an uncertain environment it is necessary to stay open for different kinds of solutions as an innovative solution might fail while the problem itself still might be a relevant one. A well-defined purpose—not a specific solution—creates the prerequisites for an experimental mindset that is open for further ideas and solutions.

Purpose on a company level provides a larger context and is one important step towards implementation of an innovation idea. It gives an orientation which new businesses would fit to the overall strategy and would reach a common understanding of a business mandate. This is especially relevant for business ideas that are not within the given business mandates at the current state of time, thus help to create a culture for impact-driven and more sustainable innovation.

One might argue that a common purpose on a team level is the most relevant one for an innovation project. Nevertheless, the full power of purpose in the context of innovation within a company only unfolds when it is aligned to each team member’s individual purpose and embedded into the greater company purpose.

### ***14.1.1 Siemens: A Global Player with a Distinctive Company Purpose***

The purpose statement of Siemens is mirrored in its mission: “we make real what matters.” This reflects the goal and claim to pioneer a sustainable future across the globe: To contribute to an active society development on a global scale and creating a societal impact while running and developing a profitable business.

With currently around 377,000 employees in more than 200 countries/regions, Siemens is a global powerhouse and ranked first as top regarded company on FORBES Global 2000 companies in 2017. Siemens is positioned along the electrification value chain—from power generation, transmission, and distribution to smart grid solutions and the efficient application of electrical energy, i.e. in automation and mobility—as well as in the areas of medical imaging and laboratory diagnostics.

With “Vision 2020” Siemens has defined an entrepreneurial approach with the goal to enable the company to occupy attractive growth fields and sustainably strengthen its core business. In this way, Siemens is reacting to its fast changing markets in its growth areas electrification, automation, and digitalization.

### ***14.1.2 Intrapreneurship as Fertile Ground for Continuous Innovation***

As stated above, living in a VUCA world implies that constant innovation is more important than ever. In such a world, the stringent, almost production-like stage gate innovation processes that proved to be successful in very stable, mature markets do not provide the required agility and flexibility anymore. Companies that still apply the typical funnel logic to filter and drive—often technology-centered—innovation ideas, realize that they are too rigid, too slow. Moreover, presumably good ideas often lack implementation because there is no qualified team for implementing the idea or the idea lacks market validation—just to name two prominent examples.

Many argue that large corporations are not made for agility and flexibility anyway and opt for externally driven innovation, e.g. through startup cooperation or external incubators. Thereby, they aim at reintegrating new ventures once they have reached a certain size. For some cases, this proves to be successful and is a valuable addition. However, this is not enough to lead an overall transformation towards a necessary culture shift as described above.

New ways of innovation management with a consequent focus on purpose and impact are required. This includes people-centered, fast, iterative, and circular processes with radical test cycles. Moreover, a people-centered fertile ground which allows innovation to grow is needed which can be considered as the original task of innovation management (Buck & Buck, 2014). This foundation needs to provide a cultural basis of innovation leadership, psychological safety, appreciative communication on eye level, diversity as well as openness and the ability to sense opportunities.

In this context, intrapreneurship can lead the way to create a culture of continuous innovation and produce new business offerings. Intrapreneurship can be understood as the act of behaving like an entrepreneur while working within a large organization (Haller, 2014). At Siemens we established a specific understanding of intrapreneurship:

Intrapreneurship means the enablement of people to follow their purpose and drive innovation with an entrepreneurial mindset, but from within and for an organization—activating all the resources, skills and knowledge that a company as a whole already provides, aiming for a business as well as societal impact. Intrapreneurs are creators acting out of a sense of opportunity in their internal and external environment while using the resources of their organization in a pragmatic, target oriented and sustainable way. (Laura Engelhardt and Steffen Mayer, 2017)

As we figured that intrapreneurship is a suitable way to both transform culture and actually drive and implement impactful innovation projects, we started an initiative at Siemens named “Intrapreneurs Bootcamp.”

The Intrapreneurs Bootcamp is a global experiment for change makers with diverse skills to co-create the future using technology. It brings together select and deliberately diverse people with intrapreneurial aspiration and talent (“Intrapreneurs”) who connect and create purpose-based innovation projects in a very fast and agile way. They are supported with innovation leadership sessions and toolsets in an inspiring and empowering setting.

The overall goal of this initiative is to consistently test an intrapreneurial mindset as a way to foster an innovation culture suitable in ever more complex environments and to ultimately strengthen the implementation of impact-driven innovation projects within Siemens. As “impact-driven” we understand to act out of a focus on key (societal) problems and challenges that shall be solved with the innovation on top of a business viability.

In the following, the main conceptual pillars, setup process, actual implementation, and prospect of the Intrapreneurs Bootcamp will be outlined.

## **14.2 Siemens Intrapreneurs Bootcamp with Consequent Focus on People Based on “Area of Genius” Principle**

As stated above, an increasingly complex world lacks reliable causal chains. Thus, a solid decision for the next step can only be taken once the result of the prior one is known. Yet, with a common purpose as basic orientation, fast and iterative processes with radical test cycles can help to establish a systematic proceeding—given that the person who is using those processes holds the inner capacity to navigate in complex systems.

In terms of business building, there are established iterative processes (cf. build-test-learn cycle within Lean Startup (Ries, 2011) or the Design Thinking frameworks (Liedtka & Ogilvie, 2011)). Those processes cover the “how” to find a business idea solving an actual customer problem and are well suited to determine what users/customers need with a respective money earning logic.

However, in a corporate environment, the main innovation challenge is not the lack of promising business ideas but their quick and successful implementation. To collect reliable data is one way to support the implementation and certainly helpful. Yet, in the end it is people who drive innovation ideas into implementation, not processes nor data.

In literature, one finds many articles and research papers trying to derive specific personality traits of “the typical innovator” successfully driving an innovation idea into implementation. For sure, there are helpful personality traits such as openness and resilience (c.f. Dyer, Gregersen, & Christensen, 2011; Griffin, Price, & Vojak, 2012). Whereas we do agree, we have a much more profound perspective: We consider every person to have a unique “area of genius” which he/she can effectively apply in the context of business creation. The “area of genius” describes where one is at his/her best self and comprises the set of unique skills, experiences and knowledge as well as fields of interests and curiosity. It is where one’s innate talent and greatest passion intersect. When one operates in the area of genius, one is the most content and at the same time the most successful (Downey, 2014).

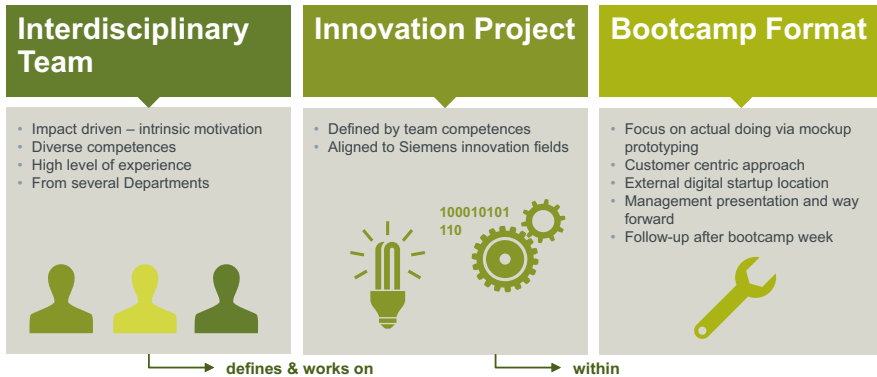
As talent and intelligence develop over time in an interrelation of genes and environment, so does one’s area of genius in a dynamic process that can be strongly influenced (Shenk, 2011). However, in order to make full use of this, a growth mindset is required. In the context of the Intrapreneurs Bootcamp, we understand this growth mindset in terms of both own growth in personal development and growth of the innovation endeavor.

Therefore, the Intrapreneurs Bootcamp has a stringent focus on people as creators (hence “intrapreneurs” not “intrapreneurship”) and their capacities both in terms of personal development and expertise in processes and toolsets. Consequently, we developed a framework for the Intrapreneurs Bootcamp which covers both the journey as an intrapreneur reflecting personal growth as well as the evolvement of the intrapreneurial project. This framework will be outlined below under “One iteration from signal to launch in three modules.”

The combination of “area of genius” principle and growth mindset is also reflected in the role and profile descriptions of sought-after participants (refer to passage “50 participants with 35 nationalities out of 190 applications chosen for Intrapreneurs Bootcamp 2017”) as well as the selection and build-up of a supporter network of coaches and top management as described in passage “Supporting coaches and C-level managers selected based on purpose and growth mindset.” It is unique talents, motivation, and mindset that we were interested in, no matter of position level or function.

### ***14.2.1 Setup of Siemens Intrapreneurs Bootcamp in an Intrapreneurial Mindset Itself***

The Intrapreneurs Bootcamp was initiated bottom up from scratch without an official business mandate but based on a solid internal need analysis out of a top down



**Fig. 14.1** Basic concept of Intrapreneurs Bootcamp

corporate innovation strategy perspective. The development and set up of the initiative including the overall concept, communication, and resource setup happened in an intrapreneurial way itself.

Based on a common purpose and envisioned future, we rolled out a first pilot that took place in 2016 with nine select intrapreneurs over 6 consecutive days.

During this time, participants formed self-organized teams and worked on business opportunities based on their individual purpose and the greater impact they envision for the company and society. They developed and tested purpose-driven innovative ideas and drove them towards a Minimum Viable Product (MVP) for market implementation. Besides, they received innovation leadership coaching as well as training and support in business creation tools (incl. early market tests and direct customer interaction, i.a. taken from Lean Startup and Design Thinking).

In the course of the first pilot we tested the basic concept demonstrated in Fig. 14.1 and identified that there are open-minded creators and bold thinkers within Siemens that are intrinsically motivated to create change and would be drawn to a fertile space to connect and create something that matters with strategic relevance.

The results of the first pilot showed that the target group can come up with an innovation idea with business relevance and first customer tests within 6 days when the individual's purpose was taken as starting point. This gave us enough confidence to continue applying the paradigm shift to start from within people and let ideas evolve instead of finding ideas and then attach people to them as it is often seen in the course of innovation management.

Furthermore, we tested the organizational conditions for an Intrapreneurs Bootcamp in terms of funding, resources, and support through coaches.

Based on those findings, the Intrapreneurs Bootcamp 2017 was set up and opened for 50 participants (40 Intrapreneurs and 10 Mentors) from across all Siemens divisions, hierarchical levels and functions who had to apply for a spot. The intention of opening the initiative for all Siemens employees was to reach a high diversity within the teams but moreover to increase the outspread and impact of the Intrapreneurs Bootcamp itself.

As a result of lessons learned, the week was split into three on-site modules over a period of 6 weeks to better integrate the learnings from each module in the participants' daily job and work environment. The total on-site attendance time of 6 days was kept. On one hand, it was important for us to test the edge of minimal time required to create something significant with an overall innovation success and on the other hand to minimize the time participants would have to leave their daily job. At the same time, it required a higher investment and commitment by participants as they had to travel three times—some with intercontinental journeys.

Originally having had innovation leadership coaching and support in business creation tools as two separate pillars in the pilot, we developed a framework that combines them both in a much more intertwined way. We used state-of-the-art innovation management methods as applied within Siemens as well as insights from leadership coaching and personal transformation based on neuroscience and systemic coaching approaches. This framework will be described in Sect. 14.2.4.

Even though we designed the Intrapreneurs Bootcamp for 50 people, we still had to pitch for resources and test whether this offer would be attractive enough to gain significant momentum and whether enough people within Siemens with sufficient diversity would be drawn to it. In order to test the attractiveness of the Intrapreneurs Bootcamp setup, a landing page with all relevant information was designed for the application process. The communication itself led to several test rounds until we found a suitable communication channel significantly rising the numbers of applications. In the end, it went up to 190 despite the fact that it was the first time that such a format was run in this broad setup. The application process itself will be described in the following passage.

Very fast, we realized that the Intrapreneurs Bootcamp attracted a lot of attention in various areas, functions, and people. We were in favor of collaboration in any sense and opened doors whenever we saw that our common purpose and mindset would be shared. A close exchange with other initiatives and functions within Siemens helped to join forces and to establish the Intrapreneurs Bootcamp.

As purpose was our key asset, we would be very restrictive when we saw it endangered: In order to be tolerant you need to be intolerant when it comes to intolerance. In this way, we could ensure a fertile ground for growth while circumnavigate corporate politics.

This extremely open and at the same time very restrictive behavior showed to be one of the key ingredients why the Intrapreneurs Bootcamp could reach its impact including Managing Board support in the end.

### ***14.2.2 50 Participants with 35 Nationalities Out of 190 Applications Chosen for Intrapreneurs Bootcamp 2017***

As stated above, we used a web-based application process to finally choose 50 participants with 35 nationalities out of 190 applications from all Siemens Divisions

across hierarchies and functions. 40 out of the 50 spots were foreseen for Intrapreneurs working on their purpose-driven innovation projects in teams. The remaining 10 spots were reserved for Mentors supporting the teams. Detailed roles and profiles of both Intrapreneurs and Mentors will be described later. The description of the sought-after participants was based on the above described “area of genius” principle combined with a growth mindset. We were interested in unique talents no matter of position level or function and tried to build an environment where those talents and personality traits are valued.

Since we were looking for intrinsically motivated colleagues, the application process for both Intrapreneurs and Mentors was deliberately tough. On top of a short application form covering basic personal data and questions about expertise, skills and personality, applicants had to submit a max. 2-minutes video of themselves answering the questions who they are and what they bring in, showing their commitment to the Intrapreneurs Bootcamp as well as what matters to them to create. In addition, each participant needed to have his/her supervisor’s approval to take part and to cover respective travel expenses.

In order to ensure a proper selection process, we described roles and profiles of an Intrapreneur and a Mentor. As pointed out above, we used the principle of a unique area of genius paired with a growth mindset as guiding basis. In the following, these roles and profiles will be outlined.

The role of an Intrapreneur was to develop an impact-driven innovation idea in a team connected through a common team purpose.

The sought-after profile of an Intrapreneur included:

- Intrinsic motivation to drive change and tackle challenging & unsolved problems
- Willingness to get out of one’s comfort zone
- Sense of collaboration, speak one’s truth, and drive a team spirit
- Commitment and discipline to get things done
- Siemens first (oriented towards one Siemens and Siemens’ future)
- With dedicated professional background and expertise, esp. in
  - market understanding (e.g. through sales/product management/marketing/strategy) and/or
  - technology domain experts (depending on problem statement) and/or
  - entrepreneurial leadership/methods

A Mentor’s role was to provide on-site support of a designated Intrapreneurs Bootcamp team over the whole Intrapreneurs Bootcamp duration and preferably beyond. He/she acted as first point of contact to his/her dedicated team in case of questions regarding the progress of their ideas during and beside the modules. The role included to inspire teams to achieve what they can, challenging them in their assumptions and encouraging their development acting as a coach while knowing their expertise. Furthermore, a Mentor acted as ambassador for the intrapreneurship idea and received the same trainings as an Intrapreneur plus additional sessions in terms of a “train the trainer” concept.



The sought-after profile of a Mentor included:

- Intrinsic motivation to inspire, support and build a trust-based relationship with a dedicated team and to see the team as well as the idea grow
- Broad expertise and experience in several relevant domains/roles, esp. on collaboration, creativity techniques, processes, tools, etc.
- Broad network, ideally inside and outside of Siemens
- Willingness to grow personally

We selected the participants based on the diversity of the whole group in terms of expertise, organizational units, and functions to allow for highly diverse teams as well as an increased penetration and hence broader impact in the organization. The authenticity of their answers in relation to the respective sought-after profile (especially on how one can show intrinsic motivation to drive change, willingness to leave common grounds, and team skills) was the differentiating factor. When in doubt, “commitment beats competence” was our guiding principle.

### ***14.2.3 Supporting Coaches and C-Level Managers Selected Based on Purpose and Growth Mindset***

In order to ensure enough training capacity for that large number of participants and to ensure a state of the art framework, several internal and external dedicated coaches for innovation leadership as well as business creation methods and tools were brought in.

For the aspect of innovation leadership we chose to work with two external coaches from LUMAN in order to minimize any Siemens culture bias and especially to ensure a neutral perspective when it comes to personal development. In order to intertwine their perspectives with a Siemens view, we closely worked together in developing the overall framework upfront.

Siemens innovation management consultants were introduced to cover the business creation part, i.e. with a Design Thinking and Business Modeling background. They made sure that the provided and used tools and methods of the Intrapreneurs Bootcamp are in line with proven and state-of-the-art methods and tools within the Siemens context.

In addition, we brought in an external coach from Yunus Social Business with extensive experience in social entrepreneurship and startup creation in order to provide the impact attitude to the teams as well as a non-Siemens perspective.

To anchor the intrapreneurial endeavors in the Siemens organization and to support the journey of the teams after the official duration of the Intrapreneurs Bootcamp, eight mostly C-level managers from several Siemens divisions could be inspired to act as catalysts. As will be described below, the teams presented their ideas including required support during a final pitch called “pulse check.” The role of those managers included to act as an “Ignitor,” meaning to act as catalysts, network

opener (pot. funding), and to provide an open door for current projects as well as further initiatives.

It was of high importance to us to carefully select both coaches and top management representatives based on the same principles as the participants, namely a strong purpose and growth mindset to strive for an area of genius. This helped to foster a community that would ensure the required atmosphere of trust and psychological safety.

#### ***14.2.4 One Iteration from Signal to Launch in Three Modules***

As stated above, we developed the framework to cover both the personal journey as an Intrapreneur as well as the progress journey of the intrapreneurial endeavor with a consequent focus on the people involved: “What am I able to fulfill in this world? What unique gifts do I have that I can most effectively use in this context?”

Furthermore, we added elements for a broader envisioned impact in the sense of Prof. Yunus’ statement at the beginning as we consider this as a key point targeting at breakthrough innovation rather than incremental improvements. In order to create a future, you need to envision it first.

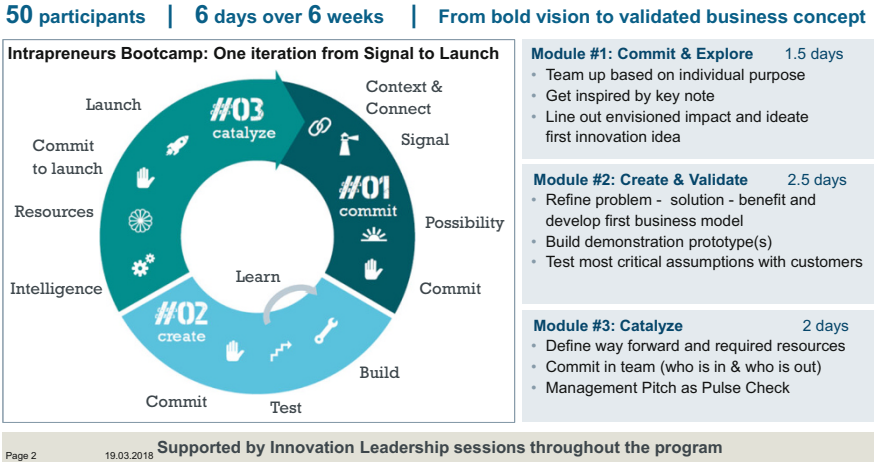
The Intrapreneurs Bootcamp framework is based on the cultural competencies for intrapreneurship derived by LUMAN and was adapted to our specific context. It is understood as circular process where each iteration builds upon the findings of the prior one. We designed the three modules of the Intrapreneurs Bootcamp to run through one iteration in order to internalize a basic understanding of each step and enhance the individuals’ capacity to implement them in a different setting as well. Figure 14.2 gives an overview of the framework elements as well as the three modules “Commit & Explore,” “Create & Validate,” and “Catalyze.”

##### **Module 1: Commit & Explore (1.5 days)**

This module covers the first four steps of the signal-to-launch-cycle:

- **Context & Connect:** Set the stage for intrapreneurship and lay cultural foundation to understand fundamentals of Intrapreneurship and define what is important to you to create. Connect participants to themselves and as teams
- **Signal:** Bring in a diversity of relevant information sources to create a picture of a future possibility
- **Possibility:** Drive out exciting future vision of possible solution based on defined team purpose/challenge to be solved
- **Commitment:** Learn about commitment and commit to the problem/challenge to be solved as a team

The main goal of the first module was to form purpose-driven teams and to develop first tangible ideas based on a joint team purpose and envisioned impact.



**Fig. 14.2** Framework and modules of the Siemens Intrapreneurs Bootcamp 2017

Participants met for the first time and in order to reach this ambitious goal in 1.5 days, it is crucial to create an atmosphere of trust and psychological safety in every detail. As location we chose a penthouse space with a broad view over Munich to support the required vision.

Participants were guided through several exercises to build deep connections as a group and to express their individual purpose statement. Based on matching purpose statements, Intrapreneurs found their team members. In order to reach diverse teams, preferred leadership styles as well as their gifts in terms of knowledge, skills, competences, and networks they wanted to bring in needed to be balanced in each team. Based on the joint team purpose and skill set, Mentors and teams chose each other so that each team had one dedicated Mentor.

After that, a keynote on designing meaningful products that serve the company’s strategy inspired the teams to widen their perspective towards impact. The teams then developed a broader impact vision, defined the challenge they were up to solve and collected all available and relevant information including stakeholders and open key points.

With the help of selected innovation methods and tools, the teams developed a first ideation iteration for customers, value proposition and envisioned offering. Finally, the teams pitched their purpose statement and a demonstration of their offering idea with respective customer/user value and defined their next steps until Module 2.

**Module 2: Create & Validate (2 days)**

This module covers the following steps of the signal-to-launch-cycle:

- **Build:** Synthesize insights and further develop solution. Prototype solution for communication and validation

- **Test & Learn:** Determine if the project is viable and worth committing to based on external customer feedback and technical feasibility
- **Commit** to taking the project to the management pitch phase

Regarding the innovation projects, the main goal of the second module was to refine the problem statement, solution and benefit matching the Siemens purpose and strategy. The teams performed several iterations in developing a first business model, building a demonstration prototype and testing their most critical assumptions with customers and other relevant stakeholders. The tests were performed through interviews and crowd sourcing via the platform “Innosabi.”

In training sessions, relevant methods such as business modeling and test design of most critical assumptions were introduced. Coaches and Mentors helped the teams to choose the most relevant ones for them at the given progress status of their projects. Several pitch rounds for peer feedback made sure to incorporate relevant knowledge and contacts of other teams. To support rapid prototyping in machinery and atmosphere, we selected a Maker Space as location.

Innovation leadership sessions comprised several exercises from coaching practices based on visualization, physical experience and anchoring to integrate required capabilities and learnings. On an individual level, a guided mindfulness session was used to tap into implicit knowledge and to integrate and visualize all collected information thus far. A pair-wise exercise helped to cope with emotional rejection to be mentally prepared and in an open mindset specifically for interviews to test most critical assumptions. As a whole group, a physical exercise was conducted to envision, sense and anchor a possible future and impact of one’s self, one’s team, and the whole group of Intrapreneurs and Mentors. This resulted in a very powerful strengthening of the whole community.

### **Module 3: Catalyze (2.5 days)**

This module covers the last four steps of the signal-to-launch cycle:

- **Intelligence & Resources:** Design the way forward towards a first MVP, incl. resources. Develop a convincing and proven storyline for pulse check pitch
- **Commit** to take the project further past the pulse check towards market implementation
- **Launch:** Activate the solution by pitching in front of ignitors

The goal of the third and final module was to prepare a pitch for the Ignitors—the top management supporters as described above—and pitch it during an open venue named “pulse check.”

The teams prepared and trained their pitches in several iterations in an external “playground like” location and were supported as well as challenged by Coaches and Mentors. Furthermore, a successful intrapreneur of Siemens outlined his own way to demonstrate a possible role model and showcase.

The final day of the Intrapreneurs Bootcamp was designed to mentally prepare for the pitch, to close the official part of the 6 weeks program and to help the teams and intrapreneurial endeavors propel towards the next step of their journey. This day was symbolically conducted at the Headquarters as “the heart” of Siemens.

In the morning, an innovation leadership session was held on the topic of “Being at flow and high performance needs high self-care.” It included group exercises to get accustomed to the room and dive into the corporate atmosphere while bringing one’s own genius including all newly learned skills and made experiences back to the organization.

The pitch venue was complemented by a prototype expo and open to an audience of interested colleagues. The venue format reflected the same principles as the whole setup of the Intrapreneurs Bootcamp with a strong focus on purpose and an affirmative and collaborative mindset. In this spirit, Ignitors were introduced by their own purpose. In contrast to more competitive formats such as so-called “shark tanks,” the Ignitors were willing and capable to act as comprehensive catalysts rather than pure investors taking a go/no go decision. They honestly acknowledged valuable insights and ideas and yet gave clear and concise feedback wherever they saw possible road blockers or had open questions.

All nine teams received specific support from at least one Ignitor and could take the first step to anchor the intrapreneurial endeavors in the Siemens organization towards a minimum viable product for market implementation.

With a final celebration the official and on-site part of the Intrapreneurs Bootcamp 2017 ended.

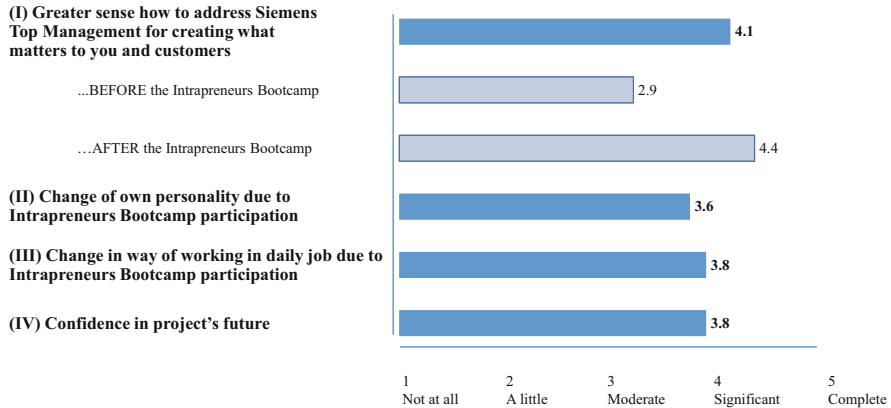
### **14.3 Potential for Cultural Shift Towards Impact-Driven Innovation Confirmed**

The Intrapreneurs Bootcamp is a very special journey in our company and we should spread its spirit within the company. Before joining the Intrapreneurs Bootcamp, I could not picture the future of big organizations like Siemens. How should we work on what really matters [to the planet and society], on something I am passionate for, with great and engaged people. . . Now I know! Let’s make the future happen. (Participant of the Intrapreneurs Bootcamp 2017)

The Intrapreneurs Bootcamp 2017 demonstrated the potential for a significant culture shift towards an environment for continuous innovation that rewards disruptive thinking. The initiative engaged to participate far beyond the actual program and gained dedicated support by the Managing Board.

To evaluate the overall outcome and impact of the Intrapreneurs Bootcamp 2017, we asked for feedback at the end of the program. A questionnaire was used comprising quantitative questions (see Fig. 14.3) as well as open questions reflecting both personal development and program outline. With 23 answers it is yet too early to provide scientifically relevant causal relations. However, it is possible to derive tendencies that point towards a significant impact on personal and organizational level. Further feedback will be collected after the next Intrapreneurs Bootcamp rounds which will enable solid conclusions.

The feedback questionnaire structure reflected the envisioned impact of the Intrapreneurs Bootcamp to (I) strengthen a culture of continuous innovation in terms of implementing impact-driven innovation projects. This was mirrored in an



**Fig. 14.3** Quantitative feedback of the Siemens Intrapreneurs Bootcamp 2017

overall lead question: “I have a greater sense how I can address Siemens management for creating what really matters to me and our customers.” Not only does the rating of participants indicate a very high consent to this statement but also a significant change through the course of the Intrapreneurs Bootcamp program.

One participant summarized it in the following way: *“I want you to know that not only this camp is I believe one spark that can and will help Siemens transform its approach to innovation and empower its employees to really drive innovation in their respective jobs; I will also be able to use the tools and methods from the camp in my professional life; but most important for me personally, you really helped me grow as a person and learn more about myself.”*

As stated above, the Intrapreneurs Bootcamp was developed around a stringent focus on people as creators and their capacities both in terms of personal development and expertise in processes and toolsets. This was also reflected in the questionnaire as sub-categories for (II) innovation leadership and (III) use of agile business creation tools as new way of working.

The lead question for innovation leadership was intentionally broad and strong in its statement: “How did your participation in the Intrapreneurs Bootcamp change your own personality?” Despite this, the quantitative answers appear to confirm a substantial overall contribution. This tendency is reflected in various participants expressing their personal growth. For example, one participant summarized: *“There are no words to say or represent what you have done with us, intrapreneurs, with our mindsets, the experience and the willingness to make this a better place to live and interact, that (...) we have a purpose in which we believe and stand for.”*

In terms of processes and tools, participants used fast build-test-learn cycles during the Intrapreneurs Bootcamp program and worked with a high customer-centricity. For this category, the lead question read: “How did your participation in the Intrapreneurs Bootcamp change your way of working at Siemens?” It seems that participants actively bring their learnings back to their daily job environment when

looking at the quantitative results. This is especially relevant as participants were selected from various kinds of function not necessarily associated with new business creation. When asked for biggest learnings, a participant stated: *“Everybody can be innovative, not just the ‘engineers’ or R&D. Understanding and realizing what is my own purpose and how it motivates and drives my engagement. Looking outside my personal horizon and learning so much new (people, methods, structured development of an idea to a business offering. . .).”* Furthermore, a broader understanding across functions is reflected in some statements, such as: *“The Intrapreneurs Bootcamp totally changed my life. Because normally, we work to get a new technology but it’s necessary to also have the business cases in the field and a clear customer understanding—especially in uncertain environments. And now I learned how to get this view.”*

The last lead question addressed (IV) the continuation of the developed innovation projects after the official program. Answers indicated an overall high confidence of the teams to pursue in their endeavors. Directly after the Management Pulse Check, all nine teams continued to work on specific next steps in regards to their projects. Furthermore, they made broad use of the provided support of the Ignitors. Until today, six of nine teams are still working on their projects and are driving them towards a minimum viable product for market realization. Three teams stopped their team projects due to operational challenges such as additional “special” projects besides daily work and working in different time zones. Members of those teams had already been skeptic about the future of their project which is reflected in their respective feedback. As one key goal of the Intrapreneurs Bootcamp initiative was to strengthen the implementation of innovation projects, specific success criteria for those endeavors still running will be further evaluated in upcoming rounds.

Besides the innovation projects, several participants started own initiatives in their job environment such as spreading the word, creating classes to share their experience up to organizing their own boot camp. Or, as a Mentor concluded: “Everyone benefitted, was changed and will add greater value to Siemens because of the Bootcamp.”

## **14.4 Way Forward with Dedicated Strategic Topics and Intensified Network Effect**

As stated above, the Intrapreneurs Bootcamp was set up in an intrapreneurial way itself. This mindset and proceeding will be kept in its further development as well, which means the path forward will evolve after each step taken. Integrating all learnings and feedback of the Intrapreneurs Bootcamp 2017, there are two main directions for the future:

For one, the next Intrapreneurs Bootcamp program is being developed to run under a dedicated strategic topic of Siemens. In this way, it will be tested whether a focus topic can enhance the team project continuation and smoothen the journey

towards market implementation. Furthermore, such a program will tread a pioneering way for a company to realize a field of strategic relevance. It is anticipated to activate people across divisions, functions, and hierarchies to drive purpose-based innovation projects in specific fields of strategic interest. It will be crucial to design the program in such a way that the strong focus on both personal and collective purpose can be kept despite a defined setting of a given topic. Currently, an Intrapreneurs Bootcamp is brought to life in the field of Artificial Intelligence.

The second trail leads towards an intensified network and community buildup. This includes a strong alumni community of Intrapreneurs and Mentors as well as an active supporter network. Purpose of this network is to support each other and especially future teams by sharing experiences, knowledge, and resources as well as opening doors. Intensifying the close exchange with other Siemens initiatives and functions will further strengthen channels for implementation.

The Intrapreneurs Bootcamp was brought to life as bottom up initiative in a moment when purpose met an urge for action and an idea formed. With this idea sparking such an interest around the world, all signs are that it hit the pulse of the age. So, it will be the principles of a social movement that will spread or die away the Intrapreneurs Bootcamp idea and mindset not that of a top down order. Right now, it is still too early to prove specific impact KPIs. However, first waves can be seen. For example, regional Intrapreneurs Bootcamp clusters start to form, adapting the program to regional specifics and launching it regionally.

Only by activating additional energy by purpose-driven, best educated and motivated employees and aligning it with overall strategic goals, big corporations will be able to survive. A common ground for impact-driven innovation in a networked economy needs to be established and great teams with a common purpose are its foundation.

Our company will be at a substantial loss and the future of our organization will be at stake if we fail to embrace innovation, if we fail to promote a corporate culture of creative leadership. Personally in these six days I feel I have learned more than I have in my entire (albeit short) career at Siemens. I see no option but to spread the ideas, spread the learnings, to continue the process of change throughout the company. (Participant of the Siemens Intrapreneurs Bootcamp 2017)

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