

INDEX

Note: Page numbers followed by “*n*” indicate footnotes.

- Absorptive capacity, 39, 50, 51–52
- Accommodation, 133
- Action research, 69–70
 - consultant and organizational participants in, 76
 - contemporary approaches to, 72
 - process, 71–72
- Adaptability, 118, 120
- Adaptive capability, 39, 50, 52–53
- Adjourning stage, 129
- Adjustment, 96
- Adobe, 177
- Aggressiveness, 118, 120
- Alexa Fund, 173
- Alphabet, 164, 169–171
- Amazon, 164, 177
- Amazon Commands Disruptive Innovation, 172–173
- Amazon Lab126 incubator, 172
- Amazon Web Services (AWS), 172
- Ambidexterity, 38, 40
 - EO and, 40–42
 - measurement to, 42–47
 - operationalization, 47–48
- Apple, 177
- Appreciative Inquiry, 72
- Argyris’s model of single loop and double loop learning, 75
- Asset orchestration, 50
- Autocratic leadership styles, 77
- Autonomous teams, 127
- Avoidance, 133

- “Bathtub” framework for macro-micro-macro-relations, 78–79
- Bewilderment schema, CE as, 117–120
- Big Falcon Rocket (BFR), 167
- Blockbuster, 115

- Bounded rationality, 112
- Bricolage capability, 53
- Business model reconstruction, 93

- CapitalG (Google Capital), 171
- Cognitive schemas, 115, 117
- Collaboration, 71, 133
- Commitment to choice, 72
- Communication, 132
 - ethical expectations, 102
- Competitive domains, 116, 117, 119, 120
- Compromising, 132
- Computer-aided text analysis (CATA), 44
- Conflict
 - management styles, 132–133
 - resolution, 132–133
- Conformation, 96
- Confucian philosophy, 75
- Consulting Psychologists Press (CPP), 131
- Contemporary approaches, 72
- Contextual influences, 56
- Contingency factors influencing EO–ambidexterity relationship, 51
- Continuous change, 75
- Cooperation mindset, 117
- Cooperative venturing (CCV), 26
- Corporate entrepreneurial activity, 90
- Corporate entrepreneurial leadership
 - assessing internal architecture, 93–94
 - challenges, 91–103
 - coordinating managerial levels, 94–96
 - demanding ethical standards, 101–103

- framing innovation, 91–93
- grief management with project failure, 99–101
- integrating design thinking, 96–99
- Corporate entrepreneurial strategy, 117
- Corporate entrepreneurship (CE)
 - (*see also* Entrepreneurial orientation (EO)), 12, 64–66, 90, 116
 - action-oriented definition, 68
 - applying organization development to, 75–78
 - comparing and contrasting, 74–75
 - conceptual problems, 13–19
 - context of, 65–75
 - contextual problems, 21–22
 - employee and team level-of-analysis, 78–79
 - within established firms, 13–22
 - levels of organizational phenomena in CE research, 20
 - methodological problems, 19–21
 - multidimensional framework for, 22–27
 - process definition, 67–68
 - research using different terms in addressing firm-level entrepreneurship, 14
 - strategy, 18
 - structural definition, 66–67
 - temporal problems, 22
- Corporate entrepreneurship
 - assessment instrument (CEAI), 67, 68, 93
- Corporate Entrepreneurship Climate Instrument, 94
- Corporate innovation
 - design in business, 145–146
 - designer as strategist, 149–150
 - distinction between strategic design and design strategy, 148–149
 - effectively leveraging design for, 142–144
 - employing emotional intelligence for, 153–159
 - frameworks of innovative initiatives in technology firms, 175–176
 - gap between design and business, 143
 - origin of design thinking, 146–148
 - relationship between research and practice in design, 150–152
 - in technology leaders, 164–175
- Corporate venture capital (CVC), 26
- Corporate venturing (CV), 12, 26, 91–92
- Cross-functional teams, 126, 137
- Cultural factors, 56
- Decision-making, 133
 - ideas to action, 135
 - identifying/defining problem, 134
 - implementing decision, 135
 - solution generation, 134–135
 - team decision-making evaluation, 135–136
- Democratic group-decision process, 69
- Democratic leadership, 77
- Design doing, 142, 144, 146, 149
- Design in business, 145–146
- Design strategy, 144–146, 150
 - distinction between strategic design and, 148–149
- Design thinking, 96, 142–144
 - integrating, 96–99
 - origin, 146–148
- Design-as-practice (*see* Design doing)
- Design-centered entrepreneurship
 - conceptual model, 98
- Designer as strategist, 149–150
- Developmental team members, 126
- Disciplinarily approach, 145
- Discretion, 126–127
- Domain redefinition, 93
- Dual process model, 100
- Dynamic capabilities, 51
 - absorptive capacity, 51–52
 - adaptive capability, 52–53
 - bricolage capability, 53
- e-Commerce business, 173
- Emotional intelligence for corporate innovation, 153–159

- Emotions, 100
- Employee
 - security, 137
 - and team level-of-analysis, 78–79
- Entrepreneurial
 - activities, 26
 - firms, 18, 54
 - management, 25
 - motivation and direction, 25
 - thinking, 90
- Entrepreneurial orientation (EO)
 - (*see also* Corporate entrepreneurship (CE)), 12, 15, 19, 25, 38, 64
 - agenda for future research, 49–56
 - and ambidexterity, 40–42
 - contextual influences, 56
 - contingency factors influencing
 - EO–ambidexterity relationship, 51
 - dynamic capabilities, 51–53
 - firm-specific resources, 53–55
 - institutional factors, 55–56
 - literature review, 39–42
 - measurement, 42–48
 - scales and description, 45
 - scales and operationalization, 42–44
 - theoretical perspectives, 49–51
- Entrepreneurship (*see also* Corporate entrepreneurial leadership), 66, 137
- Environmental factors, 55–56
- Episodic change process, 74
- Episodic unfreezing-moving-refreezing
 - model of change, 75
- Ethical leadership, 101–102
- Ethical standards, 101–103
- Ethics, 71
 - training, 102
- Ethnography, 158
- Experimenting role, 96
- Exploration and exploitation scales, 44–47
- External corporate venturing (ECV), 26, 92
- Falcon launch vehicle family, 166
- Federal Aviation Administration (FAA), 165
- Financial deterioration, 119
- Firm-level entrepreneurship studies, 13
- Firm-specific resources, 53
 - human capital, 54
 - slack resources, 54–55
 - social capital, 53–54
- Flexibility, 118, 119
- Flexibility, 120
- “Flying car” market, 165
- Forcing, 132
- Forming stage of team, 128
- Frame-breaking change, 27
- Freedom of choice, 72
- Functional team members, 126
- Gigafactory, 168, 169
- Google, 169–174, 177
- Googleplex, 171
- Grief management with project
 - failure, 99–101
- GV (Google Ventures), 171
- Hawthorne studies, 69
- Health-care transportation industry, 166
- Heuristics, 148
- Human capital, 54
- Human emotion, 153–154
- Human–computer interaction (HCI), 149, 158
 - research, 151
- IBM, 177
- Incremental innovations, 53, 127
- Industry factors, 55
- Information, accurate, 72
- Information resources, 130
- Innovation, 124, 137
 - critical elements of innovation
 - team effectiveness, 126
 - framing, 91–93
 - processes, 26
 - tips for fostering, 124

- Innovativeness, 118, 120
- Institutional factors, 51, 55–56
- Integrity, 71, 103
- Intel, 177
- Intentional abuse, 71–72
- Interdisciplinary approach, 145
- Internal architecture assessment, 93–94
- Internal corporate venturing (ICV), 26, 68, 92
 - actions and behaviors, 76
 - natural progression from, 64, 75
- International venturing (INV), 26
- Internet access, 170
- Internet of Things (IOT), 170
- Interpersonal skills, 131
- Intrapreneurial Assessment Inventory (IAI), 67

- Lab126 incubator, 172
- Laissez-faire leadership, 77
- “Landscape”, 112
- Latent congruence modeling (LCM), 47–48
- Leadership, 65, 67, 76–77
 - integrating learning and, 77–78
- Learning, 97
- Loss orientation, 100
- Low-volume car, 169

- Macroiterations, 98, 99
- Management commitment, 129–130
- Management support, 93
- Managerial levels coordination, 94–96
- Managerial support, 67
- Medium volume car, 169
- Methodological problems, 19–21
- Microiterations, 98
- Middle-level managers, 95, 96
- Miller’s index, 21
- Model ethical conduct, 102
- Multidimensional framework, 13
 - for CE, 22–27
- Multiknowledge, 137
- Myers Briggs Type Indicator (MBTI), 131

- Nadler and Tushman’s model, 71
- National Training Laboratory, 70
- Norming stage of team, 128
- Nova Scotia, 169

- Open systems theory approach, 71
- Operationalization of ambidexterity, 47–48
- Opportunity, 25
- Organization development (OD), 64, 68
 - applying OD to CE, 75–78
 - comparing and contrasting, 74–75
 - context of, 65–75
 - critical OD issues, 73–74
 - current issues and trends in, 72–73
 - history, 69–70
 - measurement issues and methods, 79–80
 - values, 71–72
- Organization(al)
 - boundaries, 93–94
 - commitment, 91
 - culture, 56, 72
 - environments, 90
 - learning, 49, 75–76
 - learning and leadership, 64
 - rejuvenation, 93
 - transformation, 72
- Other Bets, 169–171

- Parallel learning structures, 75, 76
- Participation, 71
- Performing stage in team, 128–129
- Permanent teams, 126
- Personal Management Interviews (PMIs), 74
- Personality, 131
- Person–team fit, 131
- Positive conflict resolution strategies, 132
- Positive Organizational Scholarship, 73
- Positive Organizational Theory, 72
- Post-Cartesian philosophies, 149
- Powerwall, 169
- Preventing/detering unethical behavior, 103

- PrimeAir, 172
- Problem-solving, 146–147
 - team members, 126
- Project Loon, 170
- Project-oriented teams, 126
- Promoter-trustee framework, 21
- Proof of concept feasibility, 98
- Proof of concept desirability, 98
- Proof of concept viability, 98

- Rational deterioration, 119
- Receptivity to feedback, 132
- Reconceptualization of EO, 44
- Refinement, 95
- Reinforce ethical behavior, 102–103
- Research and development (R&D), 42
- Resistance to change, 136
- Resource
 - acquisition, 96
 - orchestration theory, 50–51
 - resource-constrained firms, 38, 39, 41
- Resource-based view (RBV), 49, 50
- Responsive actions, 114
- Restoration orientation, 100
- Reward systems, 103, 130
- Rewards/reinforcement, 93
- Ring (smart home equipment maker), 173
- Risk-taking, 41, 42

- Salesforce, 177
- Samsung, 177
- Schemas, 112
 - cognitive, 115, 117
- Scientific management, 69
- Scripts, 112
- Secret sauce of innovation, 153
- Self-disclosure, 132
- Self-driving system, 165
- Semiautonomous teams, 126–127
- Serious study of practice, 151
 - 70/20/10 model, 171
- Shepherding, 95
- Skunkworks project, 76
- Slack resources, 54–55

- Small-and medium-sized enterprises (SMEs), 38
- Smaller firms, 38
- Social capital, 53–54
- Social science research, 158
- Societal constructs, 155
- Socio-technical theory, 70
- SolarCity, 169
- SpaceX, 164, 175, 177
 - seeks interplanetary space travel, 166–168
- Speed, 118, 120
- Starlink, 167
- Storming stage in team, 128
- Strategic change process, 77
- Strategic design, 144–146
 - distinction between design strategy and, 148–149
- Strategic entrepreneurship (SE) (*see also* Corporate entrepreneurship (CE)), 12, 92
- Strategic/strategy
 - flexibility, 116–117
 - formulation processes, 26
 - management literature, 116
 - renewal, 92–93
- Structure-focused approach, 76
- Support groups, 101
- Survey research and feedback, 70
- Survival routine, CE as, 113
 - bewilderment schema, 117–120
 - distinct strategic concept, 116–117
 - getting lost, 113–114
 - responses to being lost, 114–116
- Sustained regeneration, 23, 26, 92–93

- Teams, 123–124, 137
 - common barriers to implementation, 136–137
 - development, 125
 - key organizational elements of work teams, 129–136
 - levels of work team implementation and types, 125–127
 - stages of team formation, 128–129

- Technology firms, frameworks of innovative initiatives in, 175–176
- Technology leaders, corporate innovation in, 164
 - Alphabet and Other Bets, 169–171
 - Amazon Commands Disruptive Innovation, 172–173
 - SpaceX seeks interplanetary space travel, 166–168
 - Tencent dominates innovation in Asia, 173–175
 - Tesla reaches for sustainable energy, 168–169
 - Uber’s newest explorations, 164–166
- Tencent, 164, 173–175, 177
- Tencent Industry Collaboration fund, 174
- Tencent Industry Win-Win Fund, 174
- Tencent Public Space, 174
- Tesla, 164, 177
 - reaches for sustainable energy, 168–169
- Tesla Network, 168
- Tesla Semi, 168
- Theory X, 81*n*2
- Theory Y, 81*n*2
- Think 10X, 171
- Tichy’s TPC model, 71
- Time availability, 93
- Time–motion studies, 69
- “Traditional” entrepreneurship, 66
- Training and development, 130
- Training groups (t-groups), 70
- Transdisciplinary approach, 145
- Trust, 71
- Trust-Information-Influence-Control model (TIIC model), 77
- Tuckman’s model of team/group development, 127
- “Two Pizza Rule”, 172, 173
- Uber, 164, 177
 - explorations, 164–166
- Uber Freight, 165
- Ultimate particular, 152
- United Launch Alliance, 166
- User engagement, 155
- User experience, 153
- Waymo, 170
- WeChat, 173–175
- WeChat Pay, 174
- Work discretion/autonomy, 93
- X (Google X-Lab), 170
- Xerox, 116