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HAMILTON BRADSHAW
Investing in people with passion

Patience the key when taking a business up to the next level

**Ask
James**



James Caan

Dear James

I HAVE recently been appointed as vice-president of a unit of a multinational company, and my main objective is to take the business to “the next level”. The challenge will be to change the culture and create that shift where the workers are now intrapreneurs. Do you have any words of wisdom?
Qasim

A CULTURAL shift cannot be achieved overnight, and you will need to make this your top priority over the coming months. First, get to grips with the original culture. Analyse all the processes the

business currently uses and the role the workers play. Then map out your own strategy. It is important that a clear goal is in place. Don't make the mistake of only planning for the here and now – if you are going to change things, there has to be a target everybody can work towards. Show them what your goals are and how you are going to get there.

Ensure that all senior managers know what you are doing. It can be difficult to see if changes are being implemented, so middle

management should be properly briefed and have good monitoring processes in place.

Don't stifle creativity – ensure people at all levels can put forward ideas. Consider offering incentives and rewards for employees who contribute. And don't think that these people need the same risk-taking personality that most entrepreneurs possess. Most intrapreneurs aren't like this, but

they can read the market and think outside the box. However, at the same time don't try to force things. These shifts will take time, and a lot of employees may even find them an alien approach.

If you are serious about changing the culture, patience is definitely going to be your biggest asset.

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