

## Index

---

- 3M Micrographics, 9  
 biased perceptions, 125  
 bigger-is-better philosophy, 98  
 business charter, 126–127  
 business convictions, 72–73  
 business division, 13  
 business units, 255–257, 258  
 champions, 240  
 communications, 264–266  
 competition, 41  
 controls, 82, 83–84  
 corporate control, 142–144  
 corporate philosophy, 118–123  
 corporate reviews, 111–112  
 culture change, 87, 88  
 decision-making, 113–114  
 description, 12  
 DGM autonomy, 108–109, 110  
 DGM personalities, 152–153, 161–162  
 DGM weaknesses, 278–280  
 disruption, 247  
 focus on new and existing businesses, 56  
 guidance by executives, 133  
 incentives, 66  
 industry standards, 49  
 initiatives, 17–18  
 learning from failure, 85  
 management stability, 31  
 managing volatility, 250, 251–252  
 moral hazard, 68–71  
 new business ideas, 215–216, 219–220, 221, 223, 224–225  
 persistence, 304–305  
 personal risk, 67–68  
 Phase System, 225–229, 233  
 Post-it notes, 5  
 process innovation, 58–59  
 reorganizations, 254  
 rule-bending, 76–78  
 small-is-beautiful philosophy, 117–118  
 strategies, 172–174  
 team conflicts, 270–271, 272–273, 275  
 technical audits, 233–235  
 technical competence, 260–261  
 technology trends, 50  
 unsuccessful DGMs, 161
- Abell, D. F., 335, 337  
 Abernathy, W. J., 324, 327  
 Abrahamson, E., 325  
 adverse economic conditions, 20, 51–52  
 Ahuja, G., 317, 326, 356, 357  
 Alderson, S., 345, 352  
 Aldrich, H. E., 323–324  
 Alexander, M., 334, 339  
 Amabile, T. M., 329, 334, 335, 344, 345, 347  
 Amazon.com, 1, 2  
 Amburgey, T. L., 322  
 AMP Sigcom, 9  
 budget changes, 139  
 business convictions, 72  
 business division, 13  
 business units, 255–256  
 cannibalization fears, 56–57  
 co-development, 42  
 competition, 41, 43, 44  
 competition between new initiatives, 57–58  
 consistency of division, 35–37, 303–304  
 consistency of executives, 34–35  
 controls, 82, 309–310  
 corporate control, 138–139, 141, 142  
 corporate guidance, 137–144  
 corporate support, 244–245  
 culture change, 87–88  
 decision-making, 113–114  
 description, 12  
 DGM autonomy, 109, 110  
 disruption of existing operations, 246–247  
 drag of existing businesses, 55  
 industry rivalry, 45

- industry standards, 48
- initiatives, 17
- learning from failure, 85–86
- managed growth trap, 111
- management by Smith, 286–291
- management by Walker, 283–286
- managing volatility, 248–249
- market research, 219–220
- new business ideas, 220–221
- non-financial incentives, 65–66
- patents, 46–47
- personal risk, 68–71
- product liability, 45
- regulations, 47, 48
- reorganizations, 254
- Review System, 229–230
- rule-bending, 75–76, 77–78
- shared sales force, 267–268
- small-is-beautiful philosophy, 107–108
- strategies, 174–175
- substitution threat, 45
- sufficiency of resources, 58
- suppliers, 44
- taboos, 71
- team conflicts, 276
- technology trends, 50–51
- Aram, M., 334, 344, 357, 358
- Apple Computer, 1, 6, 8
- appointments, 208–210, 299–300, 311
- Arend, R. J., 324
- Aronson, E., 343
- Arrow, K. J., 330
- Ashbridge, Larry, 32
- assessment of people, 25, 204–205, 299–300, 311
- Atkinson, P., 320
- Aubey, R. T., 313
- autonomy, 23, 108–109, 301–302
  
- Babcock, Marshall, 272, 275
- Baden-Fuller, C., 316, 322, 332, 333, 354, 355
- Bandura, A., 354
- Barker, V. L., 315, 351, 355
- Barnes and Noble, 2
- Barnes, L. B., 354
- Barnevik, Percy, 342
- Barney, J., 321
- Barr, Jim, 34
- Barringer, B. R., 323–324, 332, 346
- Baum, J. R., 320
- Baumol, W. J., 313, 317, 323–324
- Bentley, Rick, 129, 188–189
- Bettis, R. A., 337
- Bezos, Jeff, 1
  
- bias, 124–126
- Biggadike, R., 318, 322
- bigger-is-better philosophy
  - generally, 22–23, 93–94, 101
  - limitations, 94–96, 293–295
  - principles, 94, 96–101
- Binks, M., 313
- Bird, B., 355
- birdcage reorganizations, 206
- Birkinshaw, J., 355
- Black, L. J., 351
- Blair, Chad, 48, 248–249, 288, 290
- Block, Z., 315, 316, 319, 320, 325, 326, 328, 329, 335, 340, 345, 346, 347, 348, 349, 351, 357
- Bluedorn, A. C., 323–324, 332, 346
- Bourgeois, L. J., 345, 352, 354
- Bower, J. L., 315, 316, 320, 321, 323–324, 330, 337, 357
- Bowman, E. H., 348, 353
- Brazeal, D. V., 314, 315, 329, 330, 345, 354
- Breckner, Bart, 143–144
- Brockhaus, R. H., 328
- Brown, S. L., 354
- Brush, C., 355
- budgets, 139, 306–308, 312
- Burgelman, R. A., 314, 315, 316–317, 318, 319, 320, 321, 322, 323–324, 326, 327, 328, 334, 335–336, 337, 343, 347, 349, 351, 352, 355, 356, 358
- Burns, T., 351
- Busenitz, L. W., 328
- business charters, 126–127
- business creation process, 5
- business divisions, 13–14
  - consistency, 35–37
  - organization, 255, 298–299, 311
  - role, 25–27
- business environment
  - AMP under Smith, 287–288
  - AMP under Walker, 283
  - existing business conditions, 20–21
  - external; *see* external business environment
  - generally, 20–21
  - internal; *see* internal business environment
- business units
  - generally, 26, 255–260
  - limitations, 257–259
  - requirements, 256–257, 259–260
  - suitability, 298–299
- Buzzell, R. D., 322

## 378 Index

- Cameron, K. S., 331  
 Camp, M. S., 314, 316, 355  
 Campbell, A., 334, 339  
 cannibalization fears, 21, 56–57  
 Capon, N., 355  
 Carlsson, Olaf, 134, 141, 219  
 Carroll, G., 341  
 Carter, Steve  
   corporate control, 136  
   Gibbons' failure, 178  
   review systems, 230  
   strategies, 179  
   Xerox DGM, 17–18, 104  
 champions, 12, 240  
 changing mindsets  
   coaching and mentoring, 201–202  
   communicating visions, 199  
   generally, 25, 197–204  
   involvement, 198–199  
   motivating, 202–203  
   reassurance, 199  
   supporting, 203–204  
   training, 199–201  
 Charan, R., 326, 335  
 Charns, M. P., 340  
 charters, 126–127  
 Chatsworth, Marv, 266  
 Chattopadhyay, P., 328  
 Chen, M., 325  
 Cheng, Y., 332  
 Chesbrough, H., 313, 319  
 Child, J., 323–324, 349  
 China, 5  
 Cho, T. S., 325  
 Christensen, C. M., 314, 321, 323, 324,  
   325, 326, 336, 337–338, 339,  
   341–342, 345, 346, 349, 350  
 Clark, K., 324, 351  
 co-development, 42–43  
 Cohen, W., 313  
 communications  
   cross-silo communications, 264–265  
   effectiveness, 192  
   reasons for actions, 22  
   visions, 199  
 competence, 27, 260–262  
 competition, 41–45, 177–178  
 confidence-inspiring, 193–194  
 conflict, 27, 262–266, 270–276  
 consistency, 311  
   achieving, 34  
   failing to achieve, 31–34  
   importance, 29–31  
 consultants, 20, 52  
 contact networks, 168–169  
 controls, 80–85, 308–310, 312  
 convictions, 21, 22, 71–73  
 Cook, Paul, 347  
 Cooper, A. C., 324, 335, 341, 357, 358  
 Coors, Peter, 63–65  
 Corbin, J., 320  
 corporate entrepreneurship, 1–2, 4  
   theory, 9–11, 19–27  
 corporate executives  
   abandonment of projects, 303  
   AMP under Smith, 288–289  
   AMP under Walker, 285  
   biased perceptions, 124–126  
   bigger-is-better philosophy, 93–101  
   business charters, 126–127  
   challenges of philosophies, 117–118, 123  
   commitment, 301–302  
   consistency, 34–35  
   controllers' responsibilities, 134,  
     137–144  
   DGMs' leverage, 159–164  
   godfathers, 245–246  
   guidance, 24, 133–138  
   hidden agendas, 127–128  
   inconsistency, 32  
   influence, 22–24  
   managing perceptions, 240–246  
   managing volatility, 123–124, 305  
   new vs. existing opportunities, 296  
   personal experience, 23  
   rapid movement of managers, 128–131  
   selection of top managers, 299  
   support of DGMs, 182–184  
   unrealistic expectations, 23  
   vacillations, 101–104  
 corporate support  
   committees and staff, 184–186  
   executives, 182–184  
   generally, 182–183, 186  
   new business ideas, 240–246  
 Costello, Ed, 47, 97, 99, 238–239  
 Courtney, Hal, 52, 97, 130, 133–135, 137,  
   272  
 Covin, J. G., 316, 323–324, 325, 347, 351,  
   355  
 Crawford, Keith, 230  
 cross-silo teams, 265–266  
 Csikszentmihalyi, M., 329, 339  
 culture changes, 87–88  
 Curry, Josh, 140  
 customer pressures, 20, 41–44  
 Cyert, R. M., 352  
 Daellenbach, U., 332, 340  
 Danson, Senator, 47

- D'Aveni, R. A., 317, 320, 323
- David, B. L., 348
- Davidson, E. J., 333
- Day, D. L., 320, 321, 325, 326, 334, 341
- de Charms, R., 333
- De Porras, D. A., 337
- Deal, T. E., 327
- Deeds, D. L., 318
- Dell, Peter, 41, 67, 71
  - bigger-is-better philosophy, 96
  - conflict, 264
  - corporate perceptions, 242–243
  - new business opportunities, 231–232
  - team conflicts, 271
- Denison, D. R., 338
- Dess, G. G., 316, 321, 323–324, 346, 355, 356
- Deutschman, A., 317
- deviants, 161–162
- diagnosis, 204–205
- dismissals, 205–208
- division general managers (DGMs)
  - abandonment of projects, 303–305
  - assessment of people, 25, 204–205, 300
  - autonomy, 23, 98–99, 108–109, 301–302
  - case studies, 14–17
  - changing mindsets, 25, 197–204
  - commitment, 302
  - controllers' responsibilities, 137–144
  - corporate support, 182–183, 186
  - deviants, 161–162
  - effective guidance to, 133–136
  - experience, 154–159
  - independent entrepreneurs, 188–189, 299, 311
  - ineffective guidance to, 137–138
  - influence, 24–25, 147
  - knowledge, 157–159
  - leadership, 198, 266
  - leverage with executives, 159–164
  - managing volatility, 305–306
  - micromanagement by executives, 135
  - motivations, 24–25, 166–167, 172
  - moving around, 24, 131
  - network, 187
  - new vs. existing opportunities, 297–298
  - outsiders, 162, 163–164
  - personality, 149–150, 154
  - political alliances, 187–188
  - political power, 186–189
  - political strategies, 189–196
  - removing and moving people, 205–208
  - Smith at AMP, 290–291
  - strategies, 167, 172–179
  - Walker at AMP, 285–286
  - weaknesses, 276–280
- Donaldson, G., 330
- Dooley, R. S., 327, 329, 334, 353
- Dougherty, D., 314–315, 316, 317, 318, 322, 331, 334, 335, 343, 348, 350
- Doz, Y., 315, 326, 336, 337, 356
- Drazin, R., 321
- Drucker, P. F., 2, 315, 316, 323–324, 332, 344, 345, 346, 349
- Du Pont, 315
- Duncan, G., 317, 330
- Dunkelberg, W. C., 335, 341
- Dutton, J. E., 323–324, 330, 338
- eBay, 1
- Eisenhardt, K. M., 320, 345, 350, 352, 354
- Elder, T., 339, 342
- Eldridge, Tom, 137
- Ellsworth, R. R., 344
- Emerson, Senator, 47
- entrepreneurship
  - age of, 1–2
  - strategy, 2–3
  - experience, 154–159
  - external business environment
    - adverse economic conditions, 20, 51–52
    - AMP under Smith, 287
    - AMP under Walker, 283
    - competition, 20, 41–45
    - consultants, 20, 52
    - factors, 41, 42
    - industry standards, 20, 48–49
    - meaning, 39
    - patents, 20, 46–47
    - product liability fears, 20, 45–46
    - regulations, 20, 47–48
    - technology trends, 20, 49–51
  - failure, learning from, 22, 85–87, 295–296
  - fake entrepreneurship, 26, 111–112, 237–240, 300
- Farley, J. U., 355
- Federal Communications Commission, 48
- Finkelstein, S., 325, 352
- Fiol, C. M., 346, 357
- Fitch, Jim, 58, 75, 88
  - appointment, 209–210
  - corporate support, 244–245
  - managing volatility, 248
  - marketplace, 287
  - new business ideas, 220–221, 229
  - shared sales forces, 268
  - Smith's management, 290

Cambridge University Press

0521824990 - Corporate Entrepreneurship: Top Managers and New Business Creation

Vijay Sathe

Index

[More information](#)

## 380 Index

- Flood, P., 354  
 Floyd, S. W., 333, 355, 356  
 Folta, T. B., 357  
 forecasting, 242, 248–249  
 Forrest, Ed., 207–208  
 Foster, R. N., 325, 349  
 Friesen, P. H., 323–324, 325, 351  
 Fryxell, G. E., 327, 329, 334, 353  
 Fujimoto, T., 351  
 Fukuyama, F., 356
- Galbraith, J. R., 316, 349  
 Gale, B. T., 322  
 Galunic, D. C., 350  
 Garud, R., 332, 338, 348, 358  
 Gates, Bill, 1  
 Genadier, S. R., 356  
 geographical separation, 262–263  
 Gersick, C. J. G., 333, 335, 346  
 Ghemawat, P., 357  
 Ghiselli, E. E., 340  
 Gibbons, Greg, 3, 353  
   appointments, 208  
   communications, 192, 199  
   conflict, 263–264  
   corporate controls, 80  
   corporate guidance, 135–136, 137  
   corporate support, 183–186, 244  
   corporate vacillations, 102–104  
   credibility with executives, 160–161  
   experience, 155–156  
   financial incentives, 64–65  
   industry standards, 48  
   lack of success, 161  
   managing volatility, 124  
   motivation, 171  
   motivator, 202–203  
   optimistic forecasting, 242  
   personality, 163  
   political alliances, 188  
   political strategies, 191  
   reassurance, 199  
   strategies, 176–179, 180  
   team conflicts, 273–274, 276  
   technical competence, 261  
   technology trends, 49  
   training team, 199–200  
   weaknesses, 277–278  
   Xerox DGM, 16–17
- Gilbert, X., 327  
 Ginsberg, A., 316  
 Glaser, B., 320  
 Glick, W. H., 328  
 Glynn, M. A., 326
- Godby, Chris, 261, 265  
 godfathers, 245–246  
 Golden, B. R., 323–324, 334  
 Goncalves, P., 351  
 Goold, M., 334, 339  
 Grant, R. M., 318  
 Greene, P., 355  
 Greenfield, S. M., 313  
 Griffin, R. W., 354  
 Grove, A. S., 314, 334  
 Grover, John, 14, 36, 139, 201, 288–289  
 guidance, 133–138  
 Gulati, R., 333, 348, 358  
 Gumpert, D. E., 326, 334  
 Guth, W. D., 316, 353
- Hambrick, D. C., 320, 325, 344, 345, 352  
 Hamel, G., 314, 316, 336, 349  
 Hammersley, M., 320  
 Hanan, M., 315, 340  
 Hansen, M. T., 337, 349  
 Hardy, C., 317, 318, 322, 335, 343, 348  
 Harrigan, K. R., 321  
 Hart, M., 355  
 Hart, S. L., 338  
 Heller, T., 314–315, 316, 331, 334, 343  
 Henderson, R. M., 324, 356  
 Heppard, K. A., 314  
 Hewlett-Packard, 43  
 hidden agendas, 127–128  
 hierarchies, 186–187  
 Hill, C. W. L., 318  
 Hisrich, R. D., 322, 329, 345, 349, 352  
 Hitt, M. A., 314, 316, 318, 332, 337, 352, 355  
 Hof, R. D., 317  
 Hoffmann, Manfred, 29–30  
 Hofstede, G., 331  
 Holbeck, J., 317  
 Honda, 2, 5  
 Hoopes, D. G., 351  
 Hornsby, J. S., 329, 345, 346, 351, 354  
 Hoskisson, R. E., 318, 332, 352  
 Huber, G. P., 328  
 Huberman, A. M., 320  
 Hulbert, J. M., 355  
 Hummel, Alf, 32, 93, 98  
   business units, 259  
   corporate perceptions, 241  
   musical chairs, 131  
   political strategies, 189–190  
 Hurley, Joe, 32, 33, 100, 153–154  
   birdcage reorganizations, 206  
   business units, 258–259

- co-development, 42–43
- communications, 265
- corporate perceptions, 241–242, 243
- disruption, 247
- drag of existing businesses, 55–56
- guidance from executives, 135
- managing volatility, 251
- new business opportunities, 223
- product liability, 46
- regulations, 47
- team conflicts, 271, 272, 275–276
- technical competence, 260
- Hypes, John, 153, 278–280
- IBM, 3, 8
- incentives
  - financial, 21, 63–66, 285, 300
  - generally, 311
  - non-financial, 65–66, 300–301
- India, 5
- industry rivalry, 20, 45
- industry standards, 20, 48–49
- initiatives, 12, 17
- innovations, 21, 58–59
- Intel, 6
- internal business environment
  - AMP under Smith, 287–288
  - AMP under Walker, 283
  - cannibalization fears, 21, 56–57
  - competition between new initiatives, 21, 57–58
  - existing businesses, 20–21, 54–56
  - factors, 55
  - meaning, 39
  - spur of innovations, 21, 58–59
  - sufficiency of resources, 21, 58
- intimidation, 44
- intuition, 149–151
- investment
  - aggregate investment limits, 82
  - amounts, 29
- Ireland, D. R., 314, 316, 337, 355
- Jackson, S. E., 323–324, 338
- Jammine, A. P., 318
- Jarillo, C. J., 316, 323–324, 334
- Jassawalla, A. R., 327, 352
- Jelinek, M., 351, 355
- Jennings, D. F., 355
- job security, 67, 152
- Jobs, Steve, 1
- Johansen, R., 322
- Johnson, R. A., 318
- Judge, W. Q., 327, 329, 334
- Kahn, J. A., 338, 340
- Kahneman, Daniel, 339
- Kahwajy, J. L., 345, 352, 354
- Kanter, R. M., 316, 323–324, 343, 345, 346, 351
- Kantrow, A. M., 320
- Kaplan, R., 313
- Kaplan, S., 325
- Katzenbach, J. R., 345, 354
- Keller, Ben, 290
- Kendall, Steve, 65
- Kennedy, A. A., 327
- Kent, C. A., 313
- Kets de Vries, M. F. R., 353
- Khurana, Rakesh, 339
- Kirton, M., 347
- Kirzner, L. M., 313, 356
- Klein, K. J., 342
- Knight, D., 354
- Knight, K. E., 328
- knowledge, 157–159
- Kochlar, R., 352
- Kogut, B., 356
- Kontes, P. W., 323
- Kotter, J. P., 334
- Kramer, T. R., 355
- Krueger, N. F., 314, 315, 329, 330, 345, 354
- Kulatikala, N., 334, 344, 357, 358
- Kuratko, D. F., 329, 345, 346, 351, 354, 355
- Lampert, C. M., 317, 326, 356, 357
- Lange, Jerry, 210
- Langley, Jane, 151–152, 158–159, 167, 203
- Lant, T., 317
- Lave, L., 338
- Lawrence, P. R., 351
- leadership, 198, 266
- Leavitt, H. J., 352
- Lehmann, D. R., 355
- Leifer, R., 325
- Leonard-Barton, D., 317, 327, 332, 349, 350, 356
- lessons from failure, 22, 85–87, 295–296
- Levin, R., 313
- Levinthal, D. A., 329, 330, 333, 354, 356, 357
- Levitt, B., 325
- Lieberman, Bill, 119
- Lipin, S., 318
- Lipman-Blumen, J., 352
- Little, Stu, 49, 54, 125–126, 136, 273–274
- Locke, E. A., 320

## 382 Index

- Lorange, P., 334  
 Lorsch, J. W., 330, 351  
 Lounsbury, M., 326  
 Luehrman, T. A., 334, 344, 357, 358  
 Lumpkin, G. T., 316, 321, 323–324, 346, 355  
 Lynn, G. S., 356
- McCarthy, A. M., 358  
 McDermott, C. M., 325  
 McGrath, R. G., 314, 316, 334, 344, 348, 356, 357, 358  
 McGregor, D., 330  
 MacGregor, Mat, 67, 208  
 McGuire, Jim, 82–83, 86, 107–108, 113, 114, 288  
 McKinley, W., 315, 351, 355  
 McKnight, William, 117, 142  
 MacMillan, I. C., 314, 316, 318, 319, 320, 321, 329, 331, 334, 340, 344, 345, 346, 348, 351, 353, 357, 358  
 MacNeil, John, 11–12  
 McNulty, J. E., 333  
 McTaggart, J. M., 323  
 McVay, Ian, 33–34  
   bigger-is-better philosophy, 95–96, 97, 99, 100, 101  
   business units, 258  
   corporate control, 140  
   corporate support, 189–190  
   drag of existing businesses, 55–56  
   experience, 154–155, 156–157  
   hierarchical position, 186–187  
   indicators, 29  
   love of business, 159  
   managing volatility, 251  
   micromanagement by executives, 135  
   Monsanto DGM, 16  
   motivation, 170  
   musical chairs, 130  
   new business ideas, 218, 232  
   personality, 152, 153–154  
   political alliances, 187–188  
   presentations, 194  
   rule-bending, 73–75  
   staff reorganizations, 206–207  
   strategies, 175–176  
   tactics, 194–196  
   team conflicts, 275–276  
 Maidique, M. A., 320  
 Malone, Art, 204, 270  
 managed growth trap, 111  
 management culture, 61  
   AMP under Smith, 288  
   AMP under Walker, 285  
   business creation, 31, 34  
   controls, 80–85  
   culture changes, 87–88  
   financial incentives, 63–66  
   generally, 21–22  
   learning from failure, 85–87  
   meaning, 61  
   opportunity taboos, 71  
   personal risk, 67–71  
   right to convictions, 71–73  
   rule-bending, 73–78  
   shared beliefs, 81  
 Mankins, M. C., 323  
 March, Buddy  
   3M DGM, 14–15  
   appointments, 208  
   autonomy, 108–109, 110  
   biased perceptions, 125  
   bigger-is-better philosophy, 98  
   business charter, 126–127  
   business units, 257  
   controls, 83–84  
   corporate controls, 80, 143–144  
   corporate philosophy, 118, 119  
   corporate reviews, 111–112  
   corporate support, 182  
   culture change, 87  
   disruption, 247  
   experience, 156  
   focus on new and existing businesses, 56  
   incentives, 66  
   learning from failure, 85  
   love of business, 158–159  
   motivation, 166–167, 168–170, 171  
   motivator, 203  
   new business ideas, 221, 227, 228  
   outsider, 162, 164  
   persistence, 304–305  
   personal risk, 67, 69, 70  
   personality, 151–153, 162  
   process innovation, 58–59  
   rule-bending, 77  
   strategic planning, 120, 122  
   strategies, 173–174  
   team conflicts, 270–271, 273, 275  
   technology trends, 50  
   weaknesses, 276–277, 278–280  
 March, J. G., 325, 329, 330, 333, 352, 354, 356, 357  
 Maritan, C. A., 320  
 market intelligence, 215–216  
 market research, 218–220  
 Markides, C., 317, 326  
 Markley, Jake, 86  
 Martin, J., 327, 350

- Mason, Arjay, 36, 44, 72  
 AMP DGMs, 291  
 appointment, 209  
 corporate control, 138–139  
 culture change, 87  
 industry standards, 48  
 management team, 289  
 managing volatility, 248  
 shared sales forces, 267
- Mason, P. A., 344
- memos, 192
- methodology, 27–28
- Meyer, G. D., 314, 351, 353
- Mezias, S., 317
- Michael, S. C., 330–331, 344
- Microsoft, 1
- Miles, M. B., 320
- Miller, C. C., 328
- Miller, D., 322, 323–324, 325, 332, 341, 351
- Miller, D. T., 333
- Milliken, Leon, 188–189
- Miner, A. S., 322
- Mintzberg, H., 336, 337
- Moesel, D. D., 318
- Mone, M. A., 315, 351, 355
- Monsanto Fab Products, 9  
 adverse economic conditions, 51–52  
 bigger-is-better philosophy, 93–94, 95, 96–101  
 budgets, 307  
 business convictions, 71–72  
 business division, 13  
 business units, 256, 258–259  
 co-development, 42–43  
 communications, 265  
 competition, 41  
 conflict, 262, 264  
 consultants, 52  
 controls, 83  
 corporate control, 140, 141  
 corporate perceptions, 241–243  
 corporate support, 245–246, 302  
 culture change, 88  
 description, 13  
 DGM personalities, 153–154  
 disruption, 247  
 drag of existing businesses, 54, 55–56  
 guidance by executives, 133–135, 137  
 hidden agenda, 127–128  
 inconsistency by executives, 32  
 inconsistency in business division, 32–34  
 independent entrepreneurs, 188–189  
 initiatives, 18  
 innovators, 237–240  
 job security, 67  
 managing volatility, 249, 251  
 new business opportunities, 216–218, 221, 222–223, 224, 231–233  
 political strategies, 189–190, 191  
 product liability, 45–46  
 rapid movement of managers, 129–131  
 regulations, 47  
 removing people, 205  
 reorganizations, 254  
 rule-bending, 73–75  
 staff reorganizations, 206–207  
 strategies, 175–176  
 taboos, 71  
 team commitment, 270  
 team conflicts, 271–272, 275–276  
 technical competence, 260, 261–262  
 technical reviews, 235
- Montagno, R. V., 329, 345, 346, 351, 354
- moral hazard, 68–71
- Morgan, Gareth, 348
- Morgan, M. P., 316
- Mosakowski, E., 341
- motivating, 202–203, 300–301, 311
- motivations, 24–25, 166–167, 172
- Motorola, 6
- Mueller, R. K., 313
- Murfin, D. L., 319
- musical chairs, 128–131
- Myers, I. B., 340
- Nadler, D. A., 345
- Naffziger, D. W., 346, 351, 354
- Naman, J. L., 325
- Narasimha, P. N. S., 329, 340, 351
- Nash, Bill, 11–12, 49–50, 102
- NEK Electronics, 43, 44
- Nemeth, C. J., 331, 351, 353
- networks, 187
- new business opportunities  
 abandonment, 303–305  
 business organization, 255, 298–299, 311  
 challenges, 238  
 commitment, 222–225, 270, 301–302, 311  
 conflict management, 262–266  
 controls, 308–310, 312  
 corporate support, 240–246  
 critical issues, 294  
 disciplined systems, 225–235, 302  
 evaluation, 301–302, 311  
 exploration, 218–221  
 generation, 215–218  
 identification, 216, 295–296, 310



## 384 Index

- new business opportunities (*cont.*)  
 influences, 284  
 managing disruption, 246–247  
 managing volatility, 26, 123–124,  
 248–252, 305–306, 312  
 persistence, 311–312  
 selection of people, 299–300  
 shared sales forces, 266–268  
 specification, 221–222  
 stages, 5  
 technical competence, 254  
 vs. existing ones, 54–56, 296–298
- new businesses, 5–6, 29
- new ventures, 12
- Nicholls-Nixon, C., 332, 340
- Noda, T., 316, 321, 330, 357
- Nohria, N., 333, 348, 358
- Nonaka, I., 328, 351
- non-performers, 205–208
- Noonan, Jack, 276
- Normann, Richard, 323–324, 325
- Nottley, Dick, 45, 246
- Nystrom, H., 327
- O'Connor, G. C., 325, 345
- O'Hara-Devereaux, M., 322
- Olian, J. D., 354
- opposition, 194–196
- O'Reilly, C. A., 344
- Ornati, O., 328, 329
- Oster, S. M., 318
- outsiders, 162, 163–164
- Packard, David, 279
- Palmer, M., 328
- Pascale, R. T., 314
- patents, 20
- Pearce, C. L., 354
- Pearce, J. A., 355
- Pearson, G. I., 314
- performance  
 appraisal, 205  
 non-performers, 205–208
- personal risks, 21, 67–71
- personality  
 division general managers, 149–154  
 extroverts/introverts, 149  
 intuition, 149–151  
 need for security, 152  
 self-confidence, 151–152
- Peters, Jim, 76–77
- Peters, L. S., 325
- Peters, M. P., 322, 329, 345, 349, 352
- Peterson, R. A., 313, 315, 348
- Pfeffer, J., 352
- Piedmont, Joel, 136, 278
- Pinchot, G., 313
- political power, 186–189
- Polley, D., 332, 338, 348, 358
- Porter, M. E., 318, 323, 336
- Postrel, S., 351
- Prahalad, C. K., 314, 316, 336, 349
- Premier Associates, 52
- Pringle, Jill, 119, 234–235
- process consultants, 276
- process innovation, 21, 58–59
- product liability, 20, 45–46
- quality control, 223
- quarterly giving, 82–83
- Quinn, D. P., 329
- Quinn, J. B., 343, 346
- Quinn, R. P., 340
- Ramamurthy, R., 313
- Raynor, M. E., 337
- reassurance, 199
- regulations, 20, 47–48
- Reich, R. B., 354
- Reilly, Jim, 34, 171  
 bigger-is-better philosophy, 93–94  
 budgets, 83  
 categories of managers, 97  
 corporate agendas, 127–128  
 corporate control, 100  
 innovators, 237–238  
 new business ideas, 217–218  
 small-is-beautiful philosophy, 115
- Reinertsen, D. G., 357
- Renault, Clay, 77, 119
- reorganizations, 205–208, 254
- Repenning, N. P., 351
- review of programs, 22  
*ad hoc* reviews, 112  
 periodic reviews, 111–112  
 review systems, 225–230  
 technical reviews, 235
- Ricart I Costa, J. E., 357
- Rice, M., 325, 345
- Rigby, Ted, 68, 75, 86
- Rivoli, P., 329
- Robbins, D. K., 355
- Robello, K., 317
- Roberts, E. B., 319
- Roberts, P. W., 355
- Rodan, S., 350
- Romanelli, E., 313
- Ronen, J., 328
- Ronstadt, R., 313
- Rosner, M. M., 335

- Ross, M., 333  
 Rothaermel, F. T., 318  
 Rothstein, M., 313  
 Rotter, J. B., 333  
 rule-bending, 21–22, 64, 73–78  
 Rumelt, R. P., 318
- Salancik, G. R., 358  
 sales forces, shared, 266–268  
 Sandberg, W. R., 353  
 Sapienza, A., 330  
 Sarasvathy, D., 338  
 Sashittal, H. C., 327, 352  
 Sathe, V., 327, 328, 331, 333, 340, 341  
 Sawyer, J. E., 354  
 Sayles, L., 349  
 Schein, E. H., 327, 328, 333, 338, 341, 354  
 Schlendel, D., 324  
 Schoemaker, P. J. H., 325  
 Schoenfeldt, L. F., 354  
 Schon, D. A., 320, 341, 343  
 Schoonhoven, C. B., 313, 321  
 Schoorman, F. D., 358  
 Schrage, M., 322, 346  
 Schumpeter, Joseph, 343  
 Schwartz, J. J., 336  
 self-confidence, 151–152  
 Sexton, D. L., 313, 314, 316, 355  
 Shamsie, J., 341  
 Shane, S. A., 313, 316, 320, 328, 331, 335, 338, 340, 341, 351, 353, 355, 356  
 Shapero, A., 354  
 Sharma, A., 326, 341, 343, 344, 347, 349  
 Sharp, 2, 6  
 Shelton, L. M., 318  
 Shils, E. B., 328  
 Shortell, S. M., 323–324, 334, 340  
 Siegel, R. and E., 319  
 Silverman, D., 320  
 Simon, H. A., 330, 338, 341  
 Simons, R., 331, 358  
 Sims, H. P., 354  
 Singh, J. V., 334  
 Singleton, Jason, 67, 153, 275  
 Sirower, M. L., 318  
 Sitkin, S. B., 327  
 Skinner, Tim, 103–104, 278  
 Slevin, D. P., 323–324, 325, 347, 351  
 Smale, Rick, 54–55, 84–85, 126, 241, 262–263  
 small-is-beautiful philosophy, 4, 22–23  
 attractions, 106  
 limitations, 115  
 preference, 293–295  
 principles, 106–107, 114  
 Smircich, L., 327  
 Smith, C. G., 324  
 Smith, Clayton, 36, 108  
 appointment, 209  
 co-development, 42  
 compared to Walker, 290–291  
 competition between new initiatives, 57–58  
 consistency, 30  
 controls, 310  
 corporate control, 139  
 corporate guidance, 137–144  
 corporate network, 187  
 knowledge of business, 158  
 management of AMP Sigcom, 14, 286–291  
 motivation, 169  
 new business opportunities, 229  
 personal risk, 70  
 personality, 151  
 rule-bending, 75  
 team conflicts, 276  
 Smith, K. A., 354  
 Smith, K. G., 320, 354  
 Snoek, J. D., 340  
 Sokol, 354  
 Sonnack, M., 323  
 Sonnenfeld, Tom, 59, 272  
 Sorra, J. S., 342  
 Spencer, J. L., 345  
 sponsors, 12, 237  
 staff reorganizations, 205–208  
 Stalker, G. M., 351  
 Steele, L. W., 346  
 Stevenson, H. H., 316, 326, 334  
 Stewart, Dan, 97  
 adverse economic conditions, 51–52  
 bigger-is-better philosophy, 95, 98–100  
 business convictions, 71–72  
 changing mindsets, 198–199, 204  
 conflict, 262  
 consultants, 52  
 corporate agendas, 127  
 corporate control, 140, 141  
 corporate perceptions, 242–243  
 corporate support, 160, 182–183, 245–246  
 drag of existing businesses, 54  
 guidance by executives, 133–135  
 innovation, 239  
 managing volatility, 251  
 market research, 218–219  
 Monsanto DGM, 15–16

## 386 Index

- Stewart, Dan (*cont.*)  
 motivation, 170, 171–172  
 musical chairs, 130  
 new business opportunities, 216–218,  
 222–223, 231, 232–233  
 personality, 153–154  
 product liability, 45–46  
 removing people, 205  
 reorganization of division, 33  
 rule-bending, 74  
 strategies, 175–176  
 team conflicts, 272, 275–276  
 technical competence, 261–262  
 technical reviews, 235  
 time investment, 29
- Stopford, J. M., 316, 322, 332, 333, 354,  
 355
- strategies  
 avoiding opposition, 194–195  
 entrepreneurs, 2–3  
 expanded redefined markets, 174–175  
 generally, 167, 172–179  
 implementation, 179–180  
 maintenance and scale-back, 179  
 new market applications, 175–176  
 new products for emerging markets,  
 176–179  
 new products for existing markets,  
 172–174  
 overcoming opposition with political  
 power, 195–196  
 political strategies, 183, 189–196  
 strategic planning, 122–123  
 use of reason, 189–194
- Strauss, A. L., 141, 142, 320
- Strebel, P., 327, 349
- Strickton, A., 313
- Subramaniam, M., 355
- Subramaniam, R., 339
- substitute product threat, 20, 45
- sufficiency of resources, 21, 23, 58,  
 301–302
- suppliers, 44
- supporting people, 203–204
- Sutton, R. J., 352
- Sweitzer, George, 68, 86, 109
- Sykes, H. B., 320, 329, 335, 341
- taboos, 21, 71
- Takeuchi, H., 328, 351
- Taylor, W., 347
- technical audits, 233–235
- technical competence, 27, 260–262
- technical reviews, 235
- technology trends, 20, 49–51
- Teece, D. J., 314, 326, 334, 356
- Thomas, Vic, 32–33, 97
- Thomke, S., 322, 323, 329, 346–347
- Thorngate, Ray, 84, 166–167
- 3M DGM, 15  
 autonomy, 109, 110  
 biased perceptions, 125  
 business units, 255  
 champions, 240  
 controls, 82  
 cross-silo teams, 265–266  
 DGM weaknesses, 278–280  
 industry standards, 49  
 learning from failure, 85  
 managing volatility, 250, 251–252  
 new business ideas, 223, 224–229  
 personal risk, 67–68  
 personality, 152–153  
 rule-bending, 77  
 strategic planning, 120, 121  
 strategies, 174  
 team conflicts, 272–273  
 technical audits, 233–234  
 technical competence, 260–261  
 training, 200
- Tichy, N. M., 326, 335
- timing, 194–195
- Timmer, Chet, 35–36, 55
- Timmons, J. A., 313
- top managers, 7  
 AMP under Smith, 289–290  
 AMP under Walker, 286  
 commitment, 270  
 conflict, 270–274  
 effectiveness, 271  
 failures, 3–4  
 frequent changes, 31, 128–131  
 influence on business creation, 9–11,  
 213  
 meaning, 6–8  
 role, 25–27  
 selection, 299  
 successes, 4
- training, 199–201
- Tsai, M., 326
- Tushman, M. L., 344
- Tversky, Amos, 339
- Tyson, Jerry, 103, 135–136, 178–179, 184,  
 242
- Utterback, J. M., 317, 318, 321, 323, 324,  
 325–326, 327, 342, 343, 346, 350
- vacillations, 101–104
- Vale, P., 313

- Van de Ven, A. H., 317, 323, 331, 332, 338, 343, 347, 348, 357, 358
- Venkataraman, S., 313, 328, 331, 335, 338, 340, 341, 348, 355, 356, 358
- Veryzer, R. W., 325
- Vesper, K. H., 313
- Vinson, Calvin, 263
- volatility, 26, 123–124, 248–252, 305–306, 312
- von Hippel, E., 323, 346
- von Oetinger, B., 337
- Walker, Mike
- appointments, 209–210
  - assessing skills, 204–205
  - budget cuts, 307–308
  - cannibalization fears, 56–57
  - changing mindsets, 197–198, 200–201, 203
  - communicative skills, 192
  - compared to Smith, 290–291
  - competition, 41, 43
  - consistency, 34–37, 303–304
  - corporate guidance, 137–144
  - corporate network, 187
  - decision-making, 113–114
  - disruption, 246
  - experience, 154
  - intimidation, 44
  - knowledge of business, 157–158
  - learning from failure, 30–31, 85–86
  - managed growth trap, 111
  - management of AMP Sigcom, 14, 283–286
  - market research, 215
  - mentor, 201–202
  - motivation, 168
  - new business opportunities, 221, 230
  - non-financial incentives, 66
  - patents, 46–47
  - personal risk, 68, 69, 70
  - personality, 150, 152, 168
  - political strategies, 191–192
  - product liability, 45
  - regulations, 47
  - rule-bending, 75–76
  - shared sales forces, 267–268
  - staff reorganizations, 207–208
  - strategies, 174–175
  - sufficiency of resources, 58
  - team conflicts, 276
  - technology trends, 50–51
- Walton, R. E., 329
- Ware, J. P., 354
- weaknesses, 276–280
- Weiss, A. M., 356
- Wender, P. H., 327, 338, 358
- West, G. P., 351, 353
- West, Ralph, 67, 76, 117–118, 161–162, 208, 252, 258
- Whitman, Meg, 1
- Williams, M. L., 326
- Williams, Wim, 112, 143–144, 278
- Williamson, O. E., 328
- Wind, Larry, 11–12
- Winters, T. E., 319
- Wolfe, D., 340
- Woo, C. Y., 332, 335, 340, 341, 357
- Woodman, R. W., 354
- Woolridge, B., 333, 355, 356
- Xerox OPD, 9
- biased perceptions, 125–126
  - bigger-is-better philosophy, 95, 96
  - business division, 13
  - business units, 256
  - communications, 265
  - conflict, 262–264
  - corporate controls, 80, 84–85
  - corporate guidance, 135–136, 137
  - corporate perceptions, 241
  - corporate vacillations, 102–104
  - description, 3, 13
  - DGM weaknesses, 277–278
  - drag of existing businesses, 54–55
  - financial incentives, 63–65
  - industry standards, 48
  - initiatives, 18
  - leadership, 266
  - learning from failure, 86–87
  - management changes, 31
  - managing volatility, 124, 249, 250
  - new business ideas, 230–231
  - reorganizations, 254
  - strategies, 176–179, 180
  - team conflicts, 273–274, 276
  - technical competence, 261
  - technology trends, 49–50
- Yamanouchi, T., 351
- Young, G. J., 340
- Zahra, S. A., 316, 323–324, 325, 346, 355, 356
- Zajak, E. J., 323–324, 334
- Zaltman, G., 317
- Zander, U., 356
- Zucker, W., 328