

SOWK 5114 Social Innovation and
Innovative Practice for Social Work

Lecture 3:
Social Entrepreneurship,
Social Intrapreneurship &
Social Work

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Case 1: An Social Innovation Project in Hong Kong:

C.O.M.E (Time coupon Project by St. James Settlement

社區「時分券」計劃

<https://www.youtube.com/watch?v=DG1IWCryEoQ>

聖雅各福群會 社區經濟互助計劃

- 透過時分卷的建立, 令居民及小商鋪, 可以重新組成大大小小的社區網絡。
- 增加區內居民的信任, 關懷及溝通,
- 在互助的原則下重建區內的社會資本。
- 提倡較平等的勞動, 肯定參與者尊嚴,
- 實踐人盡其才、物盡其用、各取所需, 達致社區共享的目標。

Social Entrepreneurship & Social Work Practice

Social Entrepreneurship and Social Work

- Nonprofit agency-based social work is an enterprise more similar to for-profit business endeavor than many administrators can understand or would like to believe (Tuckman, 2004).
- According to due to increased competition for funding it is now essential that human service leaders foster business innovation by embracing an entrepreneurial mindset and transforming the cultures of their organizations to establish sustainability of services (Jaskyte, 2004) .

Social Worker's role in Social Change



- When those in the mainstream discuss new strategies for social change, **social workers should be part of that discussion and should be ready to lead the path toward transformation** (Germak & Singh, 2010)

Hybrid of micro-macro social work practice and business skills & activities

- Development of a social enterprise as a social worker, the process of developing a social enterprise which combine knowledge in micro and macro social work practice & business advice (Linton, 2013).
- key steps involves:
 - (1) **needs assessment**,
 - (2) researching supply and demand,
 - (3) **developing a logic model**,
 - (4) financial planning,
 - (5) **creating an interdisciplinary team**,
 - (6) obtaining legal consultation,
 - (7) marketing and advertising,
 - (8) implementation, and
 - (9) **evaluation and impact measurement**.

Combining social needs with social assets

- The first step in any social work practice is a needs assessment with the goal of assessing needs and options to determine a course of action (Hepworth et al. 2012).
- Like any community organizing, rapport building is a critical aspect to gaining knowledge about community wants and needs (Hepworth et al. 2012; Organista, 2009).
- In addition, it is important to assess for strengths in a needs assessment (Hepworth et al., 2012).

Assessment WITH the community

- Social workers may have general ideas of community needs based on their experience working in communities, but it is the social worker's responsibility to conduct a needs assessment **with** the community before assuming they are knowledgeable of the community's needs.
- This process is essential and can take much longer than expected.

Financial Planning

- The organizational needs should also be assessed and combined with the community needs.
- Most nonprofits would consider starting market-based activity due to funding needs. Like most start-up businesses, **the social enterprise may take a year to make a profit** (Ballou et al., 2008).
- This may be too much time for nonprofits that need to supplement lost grant funding in the poor economy. If this is the case, the nonprofit should **seek start-up business or social entrepreneurship grant funding to provide stability for the first year of development.**
- A nonprofit should predict the organizational resources, such as staff time, needed to start and maintain a social enterprise.

Program vs. Overhead cost

- Although nonprofit organizations undoubtedly benefit from philanthropy by means of charitable donations—and donors subsequently benefit from tax deductions—Gummer (2001) explains that **most charitable donations are slated for specific programs within a nonprofit agency and not for operating or overhead costs** (commonly referred to as general operating or capacity building expenses).

Unrestricted earned income

- An enterprising and innovative nonprofit agency can greatly benefit from generating revenue that is less connected to specific program initiatives (Young, 2004).
- Such revenue is commonly referred to as **unrestricted earned income** and the desire for such income in an agency's overall fiscal portfolio is a good starting point for those interested in social entrepreneurship (Dees, Emerson, & Economy, 2002; Skloot, 1988).

More opportunity to develop “true” programme

- When an agency is able to rely more heavily on unrestricted funds as opposed to frequently restricted charitable donations or government contract revenue, there is typically more **opportunity to develop programs that truly meet clients’ needs and wants**.
- For example, if an executive director determines through a needs assessment and market research that his or her agency’s adult clients need and want substance abuse treatment, the executive has an obligation to attempt to meet such a demand for services if it falls within the agency’s mission.

Unrelated Business Income Tax (UBIT)

- In USA, commercial activity unrelated to an agency's mission could incur **Unrelated Business Income Tax (UBIT)**.
- Watson (2006) explains that the allowance for UBIT is currently \$10,000, meaning that if a social service agency generates income greater than \$10,000 in a given year from selling mission-unrelated goods or services, the agency must pay taxes on that income and the Internal Revenue Service may ask that agency to furnish financial statements certifying that no more than one-third of its total revenue has come from unrelated business.

Assistance from Business

Professionals

- If an agency continually generates more than one-third of its revenue from unrelated commercial activity, it could lose its 501(c)(3) tax-exempt status. If UBIT sounds complicated, it is, and therefore its details fall far beyond the scope of this paper.
- As a result, it is likely that some social work administrators avoid developing unrelated businesses due to the very complexity of the tax situation. However, **unrelated business is a viable option for diversifying revenue in a nonprofit organization and administrators can easily overcome this hurdle by seeking professional tax advice (Watson, 2006).**

Dilemma & checking mechanism

- Social workers practicing social entrepreneurship will continuously face an **ethical dilemma regarding commitment to clients**: There is no way to avoid **an administrator's responsibilities to the myriad of stakeholders in both the internal and external environments**.
- To address this dilemma in social enterprises, it would be prudent to establish **a committee to periodically review the social entrepreneur's adherence to his or her commitment to clients** because without such commitment, albeit a balanced one, the entrepreneur loses sight of the social aspect of social entrepreneurship.

From Entrepreneurship to Social Entrepreneurship

Entrepreneurship



- has been widely accepted as a process that views social and economic problems from an innovative standpoint, while **uncovering new opportunities for business that may have been previously hidden** (Abu-Saifan, 2012).
- The process of entrepreneurship by **locating market needs and adapting to the market segment they will serve** (Pfeffer & Salancik, 1978).
- In this way, **entrepreneurial organizations are diverse entities.**

Entrepreneurship in all organizations

- Supports social and economic growth by offering new competition and generating new social networks
- Expanded recently from referring explicitly to for-profit activities to including organizations of all sizes and types (Cieslik, 2018).
- Findings demonstrate that entrepreneurship has a legitimate role in Human Service Organizations, and that factors at the organization level can be adjusted to support this process.



Social Entrepreneurship in a human service context

- bound to differ from its for-profit organizations, which may include motivations, processes, and outcomes associated with entrepreneurial activities.
- HSO seek to promote change that is social in nature, and therefore measure success according to social impact rather than focusing purely on profit generation as the intended goal.
- In an effort to further delineate the adoption of entrepreneurial approaches in different sectors, the term “social entrepreneurship” has been created to refer to activities where the ultimate goal is improving some social issues



Social Entrepreneurship & Social Work values

- SE is linking with social change initiatives highlights its intrinsic connection to social work values. If the **ultimate goal of social entrepreneurship is to realize the reach of human service organizations and their social missions**, it must follow that social work too is rooted in the entrepreneurial process.
- For example, specific aspects of social entrepreneurship, such as **stakeholder (service user) participation in the development of innovations** and **outcomes-focused evaluation**, may be viewed as client-centered approaches to service delivery because they are most focused on implementing programs that are responsive to the individual needs of service users



Social Entrepreneurship & Social Justice

- Social entrepreneurship and the **pursuit of social justice**, as both **seek change that is transformative** in nature and leads to the **abolishment of structural barriers** which cause widespread social inequity.
- Social work has not engaged significantly with the practice of social entrepreneurship, and it is not clear how the profession will adopt socially entrepreneurial approaches to further its goals when working with diverse populations – although this is **starting to change**.



Background: Voice of a Homeless Intrapreneur



The Hong Kong man who chose to be homeless, and still has no regrets [SCMP 28/1/2019](#)
(0:00 -4:00)

<https://www.youtube.com/watch?v=a6f6cxg3uHg>

CASE 1a: Impact HK (crowd fund raising in 2018)

Make an Impact on
Hong Kong's
Homeless |
ImpactHK |



<https://www.youtube.com/watch?v=MKSpPkZF3A8>

CASE 1b: Impact Hong Kong (achievement and challenges in 2020)



Impact HK - When Kindness Matters

<https://www.youtube.com/watch?v=hHSpATjtFnU>

Discussion



- What do you feel about the life of the homeless in Hong Kong?
- Do you think making a change of their life is possible? Why?
- Who or What agency should be responsible for such change?
- What are the characters of Jeff@Impact Hong Kong as a social entrepreneur?
- How would you comment the initiative, the social entrepreneurship, of Impact Hong Kong, a new comer, for making such change?

Ethical Consideration for Social Workers Practicing Social Entrepreneurship

Social Work Ethics and Values

- Social work is a profession governed by ethics and values; therefore, any social worker practicing social entrepreneurship must abide by the **Code of Ethics**.
- The ethical dilemmas initially encountered by the practice of social entrepreneurship involve the following ethical standards as presented in the NASW Code of Ethics (NASW, 1999):
 - (a) commitment to clients
 - (b) payment for services.
- Indeed, as the field of social entrepreneurship grows and more social workers partake in enterprising activities, **more ethical dilemmas will most definitely arise and need to be resolved.**



Social Work

Commitment to clients

- A client's interests must be of primary concern to a social worker. However, social work administrators need to respond to many stakeholders in addition to clients such as funding sources, government regulatory agencies, the media.
- According to Gummer (1997), the NASW Code of Ethics, in its ethical standard involving commitment to clients, focuses incompletely on relations between practitioner and client. Gummer explains, "The notion that the social agency is responsible primarily to clients is both unrealistic and undesirable" (p. 143)



Long Term vs. Short Term Commitment



- Given the complexity of social work administration, social work entrepreneurs must make a sincere effort to **balance their commitments to clients and to external stakeholders simultaneously.**
- If the administrator were to lose focus on the market demand for services and improperly forecast future revenues, the **clients would perhaps be well served in the short term, but the enterprise would probably need to be shut down in the long term** due to **inadequate fiscal foresight on the part of the executive**—an ethical impropriety of enormous scale.

Ethical Dilemma



- In essence, social workers practicing social entrepreneurship will continuously face an ethical dilemma regarding commitment to clients: There is no way to avoid an administrator's responsibilities to the myriad of stakeholders in both the internal and external environments.

Payment for services



- There is no good reason why social workers cannot work in for-profit, proprietary settings or behave entrepreneurially, **compensating themselves accordingly for innovative practice.**
- Other helping professionals such as **physicians typically do not have qualms about charging market-rate fees** to patients with the ability to pay (Masi, 1992).
- Such professionals are usually compensated accordingly. Likewise, **social workers should not necessarily take a vow of poverty** even though they frequently work with populations stricken by poverty.

Serve the marginalized



- On the other hand, Egan and Kadushin (1999) and Kurzman (1976) rightly assert that social workers **not only have the responsibility to serve clients who can pay for services, but also to accommodate those clients perhaps so marginalized** that they may not have any health insurance coverage, let alone money, to pay for social work services.
- NASW (1998) adeptly argues, social workers must **never let the desire for increased compensation steer their judgment concerning which clients to serve.**

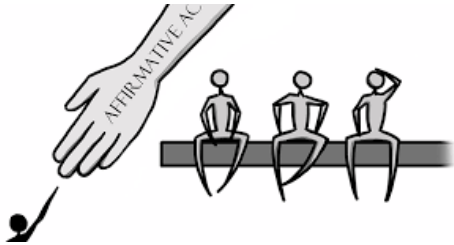
Creaming → Negative Effects

- **Social workers must treat all clients fairly.** If social workers in a hospital setting receive a monetary bonus for treating clients with third-party insurance, these social workers cannot discriminate against clients with Medicaid.
- Froelich (1999) describes **such a discriminatory practice as creaming**, which can have longstanding negative effects on the well-being of the client population.



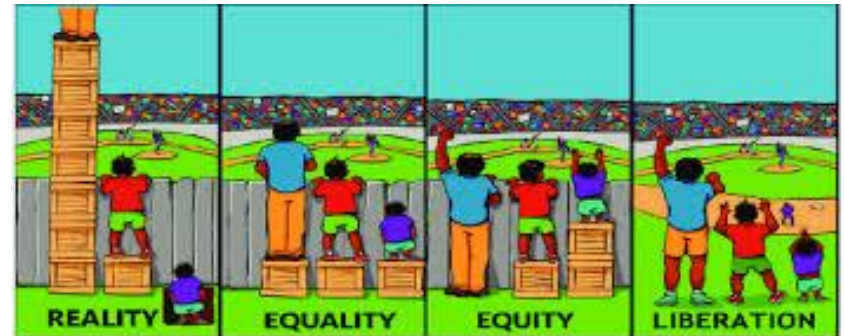
Affirmative Action

- A solution to such a predicament would be to **set aside ample time to see Medicaid-insured clients each day**, regardless of how many profitable clients may be present.
- In a sense, this would be **an affirmative action type of policy for social work**.
- Such a mentality will be increasingly important as social workers embark on social entrepreneurship initiatives, and entrepreneurial managers will face the **imperative to instill such values in their employees**.



Principles of Advocacy and Equity

- Social workers **must advocate for clients for whom no one else advocates**. If one is organized at work, there will be many opportunities to work with clients tied to increased compensation and, in addition, with clients who do not have the ability to pay.
- Administrators must strive to balance commitments to clients with commitments to external stakeholders, including funding sources. This creates an additional ethical task for entrepreneurial social workers.
- According to Kurzman (2000), social workers operating in industries outside of traditional social work must not only abide by the NASW Code of Ethics, but also establish a “**normative discipline of morality that underscores the principles of advocacy and equity**” (p. 160).



Charging Fees : Commonly Accepted

- After all ethical dilemmas have been considered, human service administrators must **view fees for service as essential to the survival of their agencies** (Rubin & Wright, 1981).
- Robinson, and Wright's study was published in 1981. It would be a tremendous understatement to imply that earned income, such as client fees, is more essential today to the sustainability of social service agencies when, in fact, the practice of charging client fees has been a commonly accepted practice for over two decades



INTRA

~~ENTRE~~PRENEUR

What is Intrapreneurship ?



- “person who focuses on **innovation and creativity** and who **transforms a dream or an idea** into a profitable venture, by **operating within the organizational environment**” (Pinchot, 1985).
- “a **proactive change agents** who recognize **opportunities, potentials, and meanings** from seemingly unimportant events” (Brunaker & Kurvinen, 2006)
- “an employee who has the entrepreneurial qualities of **drive, creativity, vision and ambition**, but who prefers, if possible, to **remain within the security of an established company**” (Batthini, 2014)

Entrepreneurship vs. Intrapreneurship

Intrapreneur versus Entrepreneur



Intrapreneurs

Innovate within a business

- Less risky
- Access to resources
- Job security

Both are

- Innovative
- Ambitious
- Leaders

Entrepreneurs

Build their own business

- Increased freedom
- More responsibility
- Higher ROI

ENTREPRENEUR VS INTRAPRENEUR

In current business literature, there is no shortage of information which aims to characterize entrepreneurship and define the entrepreneur's various roles. Intrapreneurship, a fairly new addition to business vocabulary, has burst onto the scene as providing businesses with new growth avenues.

Let's explore the main differences, as well as the similarities, between entrepreneurs and intrapreneurs.

INDEPENDENCE

Wholly independent in the creation and governance of their entrepreneurial project

INDEPENDENCE

Relatively independent in the creation and governance of their intrapreneurial project

TIME CONSTRAINTS

Considerable pressure to demonstrate success quickly

TIME CONSTRAINTS

Comparatively less pressure to develop and optimize their project towards successful completion

RISK

The entrepreneur assumes all business risks

RISK

The intrapreneur assumes some risk related to their project

ADDED VALUE

The entrepreneur must demonstrate added value to all stakeholders

ADDED VALUE

The family business' presence offers additional guaranties to stakeholders

RESOURCES

The entrepreneur must find all necessary resources

RESOURCES

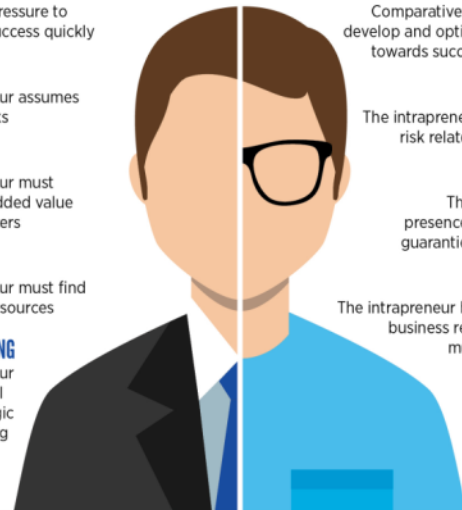
The intrapreneur has access to core business resources, but they must leverage them to their benefit

DECISION MAKING

The entrepreneur is involved in all relevant strategic decision-making

DECISION MAKING

The intrapreneur shares decision-making power



Keys for Intrapreneur-friendly Organization



- A culture of innovation can be created through:
 - 1) formation of intrapreneurial teams and task forces;
 - 2) recruitment of new staff with new ideas
 - 3) application of strategic plans that focus on achieving innovation; and
 - 4) establishment of internal research and development programs (Rule & Irwin, 1988)

Management structures and processes in promoting intrapreneurs

- Management structures (e.g., support, boundaries, autonomy at work, rewards and reinforcements, time availability, etc.) and processes can play a key role in promoting social Intrapreneurs.
- Creating entrepreneurial teams, recruiting new employees who are motivated to innovate and “think outside the box,” and establishing internal research pods that promote innovation and place such endeavors within strategic plans are some ways of promoting social intrapreneurship.



Keys to creating an intrapreneurial environment



- 1) Support from ownership and top management;
- 2) Recognition that intrapreneurship is compatible to the existing culture;
- 3) Communication channels that are open;
- 4) Allocation of resources to the new innovations;
- 5) Rewards for intrapreneurship; and,
- 6) Follow through by the intrapreneurs in order to see the finished product.

Intrapreneurship and Organizational Change

- Intrapreneurship is used to depict local initiatives taken by **shop floor workers and middle managers**.
- Intrapreneurship is based on the assumption that **all individuals in the company have the capacity for both managerial and entrepreneurial acts**.
- The literature on corporate entrepreneurship bears a strong influence from the **strategic management discourse where entrepreneurship is seen as a managerial tool for increasing flexibility and efficiency**.
- Including the entrepreneur in the managerial discourse is a way for management to **create a new type of employee who is able to adjust and contribute to the continuous development of the organization**.



Intrapreneurship and Organizational Change

- We lack concepts to describe everyday creativity in, e.g. the invention of new practices. However, this is **not the same as to invite entrepreneurs into the organization** (Hjorth, 2001)
- Organizational change can be an opportunity to **create a democracy of enactment** where the process of change is discussed and open to all through public discourse (Hatch, 1997).
- obtaining a **more complete understanding of the open-ended micro-processes of change at work**. This can only be done by getting to know the unfolding processes from within.



Frontline position



- Intrapreneurs are the individual actors who initiate this change process, often from a position close to the production line or with a close relation to clients and customers.
- It is based on individual motivation and first-hand experience from the work place (Stopford and Baden-Fuller, 1994).

Old school recommendation for intrapreneur

(Pinchot, 1985)

- 1) Do any job needed to make your project work regardless of your job description;
- 2) Share credit wisely;
- 3) Remember, it is easier to ask for forgiveness than permission;
- 4) Come to work each day willing to be fired;
- 5) Ask for advice before asking for resources;
- 6) Follow your intuition about people; build a team of the best;
- 7) Build a quiet coalition for your idea; early publicity triggers the corporate immune system;
- 8) Never bet on a race unless you are running in it;
- 9) Be true to your goals, but realistic about ways to achieve them; and
- 10) Honor your sponsors.

Realistic view on Modern Intrapreneur



- 1) **Kill the cash cows** (Allow for the fostering of new products and services funded by the cash cows of yesterday);
- 2) **Reboot your brain.** Generally, you should do everything the opposite way from the tried and true existing ways of large companies (Building consensus and focus groups do not allow for originality in innovation. Customers can only tell you what they like or dislike about existing products. They cannot tell you what they think of your new ideas.);
- 3) **Find a separate building** (Remove the intrapreneur from the daily activities of the company. This allows freedom to try various trials without the constraints of the organization. There is a requirement for freedom of thought, space and experimentation.);

Realistic view on Modern Intrapreneur



- Hire infected people...**It's being infected with a love for what the team is doing...** It's **not work experience or educational background** (Intuitive, creative people can come up with amazing ideas which can be commercializable, but may not fit well into the traditional bureaucracy of a large organization with its rules and procedures);
- Put the company first....**as long as you are an employee, you have to do what's right for the company;
- Stay under the radar...you need to stay invisible as long as practicable...**Make your bosses think it was their idea;**
- Collect and share data** (Be prepared for questions and be able to support your position for the nay sayers.); and,
- Dismantle when done....**product teams will move into the mainstream of the company.

Innovation in Large Enterprises



- Above suggestions discussed more about working around the system, **rather than changing it**. Note the command to “stay under the radar,” which is similar to Pinchot’s “build a quiet coalition.” Why can’t we change the organization?
- It is true that the majority of research and development expenditures do occur in large enterprises, but **few of the really ground breaking innovations result from those efforts** (Baumol, 2005).
- A report prepared by the U.S. Small Business Administration (1995) declared that the **most important innovations of the Twentieth Century were developed by entrepreneurial enterprises**.

CASE 2: Innovative Services by St. James Settlement



賴錦璋【創新基因】(香港社會服務聯會 20/3/2015),
(0:15-1:30, 6:07-8:00, 9:33-14:20, 23:01-29:30)

https://www.youtube.com/watch?v=Yz_y-mZbe7w

Discussion & Break

- What are the successful factors behind the innovative services of St. James' Settlement?
- Is Mr. Lai a social entrepreneur or a social intrapreneur?
- What is the strength and weakness of being a social entrepreneur and social intrapreneur?

Innovation in Large Enterprises



- No “business” ever decided to take any action. Every action, every decision, every effect of every organization is the result of the acts of one or more people. It is the **motivation of these human decision makers that we must examine.**
- Decisions in a large enterprise are made by managers. Managers are very different from entrepreneurs. Managers are paid salaries. There may be the opportunity for bonuses or profit sharing, but for the overwhelming **majority of managers, the potential for serious wealth is not present as a motivating factor.**
- As a result, managers are **driven by numbers.** As they make decisions, they must address the question, “What actions will create the best internal rate of return for the company and create the best performance numbers for my unit?”



Crafting an Environment to Support Creativity

- Employ **open spaces**, not offices or cubicles, so that people **interact freely and continuously**;
- Foster an environment of **playfulness and fun**;
- Create **teams and discussion groups** to explore ideas; use **both sexes and widely diverse backgrounds**;
- Forbid negative thinking; forbid critical thinking; forbid judgmental thinking; encourage wild ideas;
- Embrace and laugh about failure; celebrate successes;
- Eliminate numbers from evaluation systems and create upside potential without its corollary;
- Focus on having fun; never focus on outcomes.



Social Intrapreneur & Social Intrapreneurial Organizations



- Social intrapreneurial organizations practice far **more advocacy** than new startup ventures and that they engage more in **continuous innovations within the organization** than new startup social enterprises (Schmitz and Scheuerle, 2012).
- Innovation, risk taking (e.g., political, financial), and proactiveness (intention to lead in the industry or market) are overlapping characteristics in social entrepreneurship and social intrapreneurship (Schmitz & Scheuerle, 2012).



Social intrapreneur organizations



- Social Intrapreneurship is much more **complex**, **path-dependent**, and **embedded** than traditionally theorized **social entrepreneurship**.
- Social intrapreneur organizations may engage in a wide variety of structural strategies to facilitate change such as modifying existing nonprofit and for-profit forms, establishing **new internal configurations composed of multiple forms**, or **creating external partnerships or alliances** (Austin, Stevenson, & Wei-Skillern, 2006; Mair & Marti, 2006; Seelos & Mair, 2007)

Deinstitutional Entrepreneurs



- Social intrapreneurs must also undertake the role of institutional entrepreneurs, or perhaps more correctly, **deinstitutional entrepreneurs** in **fighting against extant logics** (Oliver, 1992).
- Social intrapreneurs are confronted with the challenge of structuring their organizations in a manner that **allows for the blurring of previously separate institutional boundaries while continuing to be perceived as legitimate.**



Difficult to change NPOs market-oriented

- A definite pattern between the for-profit and non-profit groups in that the **effectiveness in mitigating conflict and legitimacy threats** was much higher in the cases of for-profit than nonprofit forms.
- For reasons of embeddedness, **attempts to shift nonprofit forms toward a more financially or market-oriented approach were much less effective** than shifting for-profit forms toward a more social orientation (Kistruck & Beamish, 2010).



Structural separation



- The degree to which organizations that were historically **for-profit in form will be more successful at engaging in social intrapreneurship** than those that were **nonprofit in form depends on the degree of structural separation.**
- Both for-profit and nonprofit forms will benefit from **higher degrees of separation**, although the effect will be even stronger for nonprofit forms (Kistruck & Beamish, 2010).



Social Intrapreneurship and Social Work

Social Impact + Sustainability + Social Good

- The nature and complexity of clients' problems and challenges experienced by communities continuously evolves and grows. These challenges call for social workers to lead and facilitate social change that can have a lasting impact on communities and people
- Emphasis is being placed on creating social value and lasting social impact while ensuring financial sustainability of programs and organizations that promote social good (Sakarya, Bodur, Yildirim-Öktem, & Selekler-Göksen, 2012; Woocher, 2011).

Social Intrapreneur in Social Work

- Social intrapreneurship is the application and integration of social innovations within organizations, such as social service agencies.
- Social intrapreneurs are employees, including social workers, who **focus on innovation and creativity that transform the way organizations do business and create social solutions**
- Social work has **not** been actively engaged in discussions and research about these practices.
- The social work imprint in these practices has been limited, though there is more discussion and writing today on these topics (e.g., Germak & Singh, 2010; Gray, Healy, & Crofts, 2003; Nandan & Scott, 2013; Smyth, 2014) than when Bent-Goodley (2002) authored a pioneering piece on social entrepreneurship and social work more than a decade ago.



Social Intrapreneur in Social Work

- Even though social workers are **natural community catalysts for institutional and social change, social innovation, intrapreneurship, and entrepreneurship are not automatically affiliated with social work** (Zadek & Thake, 1997).
- Social workers can be a source of innovative practice by identifying and implementing **new ways to address social problems**. They can be intrapreneurial within organizations, **designing more effective and efficient operations and partnerships**.
- They can be **social entrepreneurs, joining forces with community members, government, and business partners to start ventures that creatively meet social needs** (Nandan, London, & Bent-Goodley, 2015).



Q & A / Short Break

Designing more effective and efficient operations and partnerships

- **Nandan, London, & Bent-Goodley (2015)** conducted an exploratory study about social intrapreneurship and social entrepreneurship of **10 social work administrators and practitioners** in different services in USA.
- They had **completed graduate education in social work and taken courses in other fields besides social work**, and they had a range of management and clinical experiences in their background.
- The Context:
 - **Funding for human services was decreasing** from the public sector and philanthropic organizations; on the other hand, the number of competitors among nonprofit organizations was increasing;
 - **A fair amount of duplication and redundancy created more frustration for service providers and clients and undermined the potential for an effective service delivery system. Public sentiment that people who are financially poor are lazy and not deserving of assistance abounded.**
 - **Insurance companies were reducing the number of sessions with therapists and referrals to long-term inpatient treatments were declining.** Several nonprofit organizations were losing their traditional contracts with the federal and/or state government.

Client Mix:

- The challenges encountered by the working-poor population result in most members of this segment remaining **entrenched in poverty, especially when most social service and institutional responses are reactive.**
- The attitude toward mental illness and provision of mental health services has been very poor for a very long time. New groups of people have accessed mental health services, including domestic violence victims, Latino youth, and people with disabilities.
- Domestic violence clients come into shelters with complex needs, emotional, physical, and substance abuse related. The emotional and cognitive needs of clients who need adult day care services have also been changing, with younger people diagnosed with Alzheimer's disease, **more persons with dual diagnosis in the population suffering from cognitive disability**, and a larger number of **veterans** suffering from serious post-traumatic stress disorders.



Intrapreneurship and Entrepreneurship by Social Workers

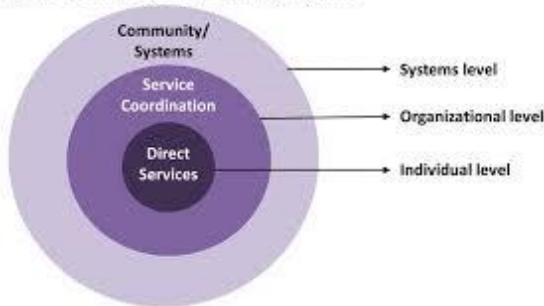
- 1) **Developing partnerships and networking** were key to survival in the highly volatile political economy. The participants watched the political rhetoric and zeitgeist before carving out a niche and a strategy for affecting social issues in a more sustainable fashion. They utilized some combination of policy practice skills, including value clarification, analytical, interactional and political (Jansson, 2011); community organizing; social work practice; and administration skills.
- 2) **Participants tracked trends** by regularly watching grants that became available and monitoring legislative bills at the state and federal levels that could affect their respective agency.
- 3) **Cross-sector alliances**—through contracts and Memorandums of Agreement (MOUs)—were carved out by participants in order to innovatively and sustainably respond to the changing context. Some participants designed seamless delivery systems and “one-stop shops” for their clients that were more proactive than reactive and that attended to systemic challenges, more than to individual changes and adaptations.

Intrapreneurship and Entrepreneurship by Social Workers



- 4) **Holistic approaches** to service design and delivery were instrumental for assisting clients with multifaceted chronic issues. They perceived the evolving context as a potential opportunity for not only innovating to stay ahead of the curve but also generating revenue.
- 5) With the range of initiatives, ventures, and strategies deployed by participants to create **sustainable system-level changes for the clients**, participants were also able to ensure the financial sustainability of these initiatives by either generating revenue or cutting costs.

Figure 1. Strategies and Level of Influence



Illustrations of Social Intrapreneurship and Social Entrepreneurship

<i>Strategy</i>	<i>Illustrations of Activities</i>	<i>SI or SE</i>
Marketing strategies	Participate in and promote practice/program through radio shows, writing newspaper columns, use of online brochures, advertising in playbooks, listing with insurance companies, and offering free services to new markets to create name recognition.	Social Intrapreneurship
Strategic collaboration and partnering	Partner with organizations to procure free supplies for clients and increase eligibility for services; form partnership to increase food funding and resources for women and children in shelter.	Social Intreprenurship
Strategic networking	Network and collaborate with local religious groups and schools to create structures and build residences for a client population; form alliance of CEOs of nonprofit organizations to discuss challenges and strategies.	Social Entrepreneurship
Create new venues	Identify new venues to provide services instead of traditional venues (e.g., providing services in hospital and court systems).	Social Intrapreneurship
Build a volunteer base	Build a volunteer base through student interns or use of donated labor and material to aid the program and reduce expenses.	Social Intrapreneurship
Identify new markets	Identify new markets for service delivery, expanding the audience for service provision to include men and the creation of multi-issue curricula.	Social Intrapreneurship
Provide a continuum of care	Merge different organizations providing different services under one umbrella to ensure continuity of care.	Social Entrepreneurship
Peer mentors	Individuals in recovery with mental illness provided peer mentoring to others in domestic violence shelters and in supportive housing for individuals with mental illness.	Social Intrapreneurship
New venture	Form a new organization that offers technical assistance regarding innovative service models to other organizations for a fee.	Social Entrepreneurship
Funding risky venture	Providing startup funds to risky ventures with potential for financial sustainability and large-scale community impact. Partnerships and collaborations made sustainability and social impact possible.	Social Entrepreneurship

Preparedness



- Participants shared dimensions of their graduate-level social work training that has been useful to them in designing innovative interventions and identified components of their academic training that could be enhanced. Some participants were of the opinion that the graduate -level training enhanced their critical thinking skills and their abilities to analyze issues, conduct clinical interventions, and build relationships with diverse constituents.
- Some participants realized the need for more training related to data management, the organization's IT system, and quantitative data analysis for decision making.
- Other participants discussed the importance of being comfortable with budgeting and finance to be successful as a social work entrepreneur. They discussed the need for all social work students to be exposed to this content area to support their future trajectory.

Preparedness



- Respondents noted the importance of both macro and micro practice courses in their graduate social work program. These courses helped respondents with understanding the breadth and depth of issues, particularly client dynamics and direct-practice staff experiences. The courses also helped with identifying larger organizational and systemic strategies to address societal issues.
- Participants identified that there was a drive and desire to create lasting change at a larger scale in the community. Some participants had mentors who were creative and innovative, others learned on the job by enrolling in specific training, and yet others pulled themselves up by their bootstraps.

Conclusion

- 1) Innovation in the social sphere means **accomplishing more with less, working together, leveraging resources for creating sustainable change**. The illustrations of social intrapreneurship and entrepreneurship. Particularly, **community-based collaborations can facilitate social innovations** (Mulroy & Shay, 1997).
- 2) Almost all of the participants identified the **thick networks they had with other nonprofits, public agencies, and for-profit organizations**. At least five participants provided illustrations of how **they involved members of the marginalized groups they served to generate new ideas and build capacity** (Sakarya et al., 2012).
- 3) Before designing any socially innovative programs, **initiators should be aware of already existing programs, organizations, resources, attitudes in the community, and preconceived notions about change** (Mulroy & Shay, 1997; Tedmanson & Guerin, 2011).
- 4) Participants took these elements into account and **designed programs that were less reliant on traditional government funds**. Even though adequate funding is often cited as a major impediment to implementing innovative ideas (Salamon et al., 2010).

Conclusion

- 5) Time commitments and the ability to juggle different roles and responsibilities were more of a challenge for participants in this study. Even though involving employees in designing and implementing innovative ideas is recommended (Cohen, 1999), once again, time constraints made this difficult for many participants
- 6) When they saw that prevailing wisdom for addressing endemic social issue was not working (Light, 2009), they decided to carve out innovative strategies to address them. The participants were able to connect the dots in an unconventional fashion, based on their life and professional experiences and their academic training (Barons, 2006).
- 7) Participants successfully galvanized organizational actors and individuals when they designed social entrepreneurship ventures (Ratten & Welpel, 2011). They used macro practice skills and business knowhow in their social entrepreneurship and intrapreneurship initiatives (Germak & Singh, 2010).
- 8) Social work education has largely ignored social intrapreneurship and social entrepreneurship, with some exceptions. Most social entrepreneurship courses, majors, and concentrations remain in schools of business or public administration, and the curricula reflect the knowledge, values, and skills associated with their respective disciplines. Such curricula offer students little or no content on important subjects, such as culture, community engagement, social justice, and working with oppressed populations. In this respect, social work can play a critical role in social intrapreneurship and social entrepreneurship education and practice.

Conclusion Nandan, London, & Bent-Goodley (2015) :

Marketing
Strategies

Strategic
Networking

New
Venues

New
Markets

- In short, this study identified specific strategies of social worker intrapreneurs, including marketing strategies (such as promoting and advertising programs in various media), strategic networking (such as collaborating with local stakeholders and problem solving with other organizations), finding new venues for service provision (such as hospitals and court systems), and identifying new markets for service expansion.

Thank You