

Global Enterprise: Creating and Nurturing An Entrepreneurial Culture On the Edge of Existing Structures

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ABSTRACT

In today's complex, chaotic and rapidly changing global environment, there is a growing body of evidence that points to the entrepreneurial paradigm as an effective process of transformation. Entrepreneurs, as agents of change, create what has not been created before and in the process, develop the needed structures, systems, processes and strategies. People have the capacity to create new entities that reflect the needs of the global environment, using patterns developed by entrepreneurs. Based on our study of Canada's Profit 100 Companies, the Niagara Cottage Wineries, and global research, we believe that most traditional bureaucratic and hierarchical structures will be replaced by entrepreneurial entities on their edge. The Entreplicity™ model seeks to provide a synthesis of research and practice from such diverse disciplines as quantum physics, biological sciences, evolutionary economics, and the social sciences. Furthermore, Entreplicity draws its integrative systems approach from the emerging science of Complexity. For it is on the edge of order and chaos that innovation takes place, leading the enterprise into a state of higher order.

BACKGROUND:

We live in a period of complexity, chaos and discontinuous change. Several major demographic, economic, social and technological forces are creating disruptions and instability as new engines of economic growth begin to emerge.

Today, an interdependent culture is rapidly emerging as a new global paradigm is taking shape that is transforming the culture of any one nation state. **Whether we look at environmental, economic or social issues, a global paradigm is beginning to emerge that shares values that are more similar between nation states, than those found within.** Digitization is responsible for the move from atoms (physical) to bits (information). When information became digitized, vast amounts of that information could be compressed and transmitted at the speed of light. Kenichi Ohmae, in *The End of the Nation State*¹, points out how computers have changed the process of money transfer, by merely driving a series of bits to do their bidding. The Internet has emerged as a global method for small enterprise to reach their customers at any time, at any place, during the day or night. We also see how Much Music, CNN and movies such as Jurassic Park, have influenced the development of Japanese youth, bringing them closer together with their North American counterparts. In fact, the average Japanese teenager today has more in common with their North American counterparts than with their older brothers and sisters.

This emerging external environment has its own complex and divergent structures, systems and behaviours. Traditional rules and regulations that governed boundaries in space and time during the Industrial Age have all but disappeared, as discontinuities, rapid structural and systemic changes, brought about by the Information Technologies age, have stretched the rules to the limit of their capacity. Geographic boundaries have been stripped of their significance as bits of information are transported by electronic means across borders. The borderless world exists! **The challenge is to understand how this structure will impact upon our beliefs, behaviours and systems we develop to create our future within this environment.**

Knowledge is the undisputed source of capital today. But even more important, is the need to develop our imagination to the point of discovering emerging opportunities within this rapidly changing and unstable global environment. Innovations have already outpaced the rate of human evolution in ever-growing quantum leaps, creating a large gap. **Knowledge continues to grow exponentially while human evolution grows incrementally.** We need to change our thinking to better reflect what is out there today.

Globalization is a fact of life, as pointed out by Klaus Schwab and Claude Smadja of the World Economic Forum.² They point out the four basic elements of economic globalization. These include:

1. **The lightning speed with which capital moves across borders.**
2. **The redistribution of economic power.**
3. **The reduction of jobs in this emerging environment.**
4. **Popular scepticism of this emerging economic reality.**

What we are facing is a major economic and social paradigm shift where the exponential growth of information technologies and knowledge has created an ever-widening gap in human understanding of the impact and nature of this change.

Michael Porter, of Harvard, in his definitive study of *Global Competitiveness*³, pointed to three major factors that separate successful firms from the unsuccessful.

These three factors include:

- 1) **Successful competitors thrive on niche markets.**
- 2) **An organization must produce goods that command premium prices on world markets.**
- 3) **Relentless innovation and change equals increased productivity.**

As Thomas Kuhn pointed out more than thirty years ago, changes occur in discontinuous and revolutionary manners, which he called paradigm shifts. (Kuhn, 1962)⁴

We need to leave behind the mechanistic view of the organization and begin the process of transforming mindsets into holistic world views that embody entrepreneurial habits throughout the organization. **This major paradigm shift goes to the root of our civilization's survival and requires a break with mindsets of the past, in order to create an enterprising mindset to deal with today's emerging realities.**

John Naisbitt, in *Global Paradox*, points out that **the bigger the world economy, the more powerful its smallest player.** ⁵ The entrepreneur has become the most significant player in today's global environment.

This has tremendous implications, not only for those seeking to begin and grow an enterprise, but also for large monolithic organizations stuck in their existing paradigms and unable to take advantage of today's global opportunities.

There is a growing body of evidence that entrepreneurs, as agents of change, create what has not been created before and thus, initiate the needed transformation. Our research has helped us to understand the entrepreneur's *modus operandi*, her intrinsic motivation and her individual sense of meaning. **By focusing on the mindset of the entrepreneur, we begin to see how entrepreneurs break from their cultural and genetic determinants to create what has not been created before.**

If this is indeed the methodology in the emerging economy, how can more people benefit from this experience? During the past decade, we have developed a series of models and methodologies related to the field of entrepreneurship and new venture creation. **Early in the formative stages of our Institute, we began to realize that the entrepreneurial paradigm was ecological in nature, as well as incorporating knowledge from diverse disciplines, particularly, the emerging science of complexity. By creating learning strategies that embodied research from these diverse fields, we discovered the foundation that would nurture and grow an entrepreneurial culture to support the efforts of entrepreneurs and enterprising people.**

Instead of using the term holistic, we have accepted Fritjof Capra's description of the term 'ecological'. Ecological means, not only seeing something as a functioning whole, like an automobile, but how it is intertwined with both the natural and social environment. Our human tendencies of self assertion on the one hand and interdependence on the other, are both essential as to how effectively we are able to deal with chaos, complexity and order. (Capra, 1996)⁶

There are many examples that point to the entrepreneurial venture as a model for rapid growth. But, besides providing the structure, it opens up possibilities for individuals with diverse interests, strengths, talents, and motivation to become part of the structure. **We believe that most bureaucratic and hierarchical structures will be replaced by these entrepreneurial**

units, whose operating systems are successfully identifying opportunities and exploiting niches in the external environment. Moreover, these entrepreneurial entities will emerge on the edge of existing structures.

This hypothesis is supported by our study of Profit 100 Companies, (Luczkiw, 1995) as well as Niagara's cottage wineries (Luczkiw, Loucks, 1993). **Three major conclusions emerged from these studies:**

- 1) Effective transformation of organizations and industries begins on the edge of existing structures.**
- 2) Taking risks in creating a new enterprise enables people to take initiative in determining a future vision that liberates their individual capabilities and talents. (Systems)**
- 3) People create what has not been created before and discover new sources of opportunity by exploring in an enterprising, imaginative and interdependent manner.**

This paper seeks to outline the workings of the Entrepexity™ model as a methodology for both human and organizational transformation. While a great deal of emphasis is placed on entrepreneurship theory and practice, **Entrepexity is a synthesis of research and practice from such diverse fields as quantum physics, biological sciences, evolutionary economics, psychology and other social sciences. Entrepexity also draws on the integrative nature of the emerging science of complexity to develop this theory further. For it is on the edge of chaos and order where innovation takes place.** It is also the source of greatest challenge and crisis for leaders seeking to become effective participants in today's complex and rapidly changing global environment.

STRUCTURING AN ENTREPRENEURIAL ORGANIZATION ON THE EDGE OF ORDER AND CHAOS - THE ENTREPLEXITY MODEL:

From our research and practice in the field of entrepreneurship and new venture creation, we have been able to identify the critical elements of success that can apply to traditional organizations seeking to grow and nurture small enterprises on the edge of existing structures. We stress the edge, as this location between the order of the existing structures, and the chaos that a startup will create in the early stages of growth, is the place from which innovation leads the organization to a higher order. (Bohm). This emerging enterprise needs to develop a life of its own away from the existing structure. This strategy will be detailed in the discussion that follows, in relation to the Entrepexity discipline.

Our study of success patterns of entrepreneurs from our experience and research, as well as an exhausting review of global research, led to the following conclusions:

1. The entrepreneurial process is holistic in scope and encompasses a number of fields of

study.

2. Entrepreneurs, as agents of change, create what has not been created before.
3. Successful entrepreneurs transcend their cultural and genetic determinants.
4. Successful entrepreneurs understand the need to collaborate and network within and outside their enterprise if they are to grow their enterprise into a larger organization.
5. Entrepreneurs demonstrate a number of common traits that, in and of themselves, becomes a culture. These traits are common across most cultures.
6. While not everyone will become an entrepreneur, people can internalize a number of entrepreneurial habits.
7. Most people who start enterprises on their own are technicians who lack the innovative and managerial capabilities and the vision needed to drive successful enterprises.
8. Moreover, entrepreneurs create structures that embody the right combinations of transformation, transactional and technical expertise, dependent upon the particular stage of the organizations life cycle.

The five pillars of the Entrepexity Discipline include 1) Structures; 2) Systems;

3) People; 4) Process; 5) Strategy. The first three combine to establish a synergistic force that seeks to identify and create a compelling vision of the future. The fourth and fifth pillars provide the creative process and interactive methodology to help people to achieve their vision. The Entrepexity Discipline incorporates both theory and practice into a body of knowledge that seeks to assist both entrepreneurial start-ups on their own or on the edge of existing structures.

1. Structure

A structure refers to the elements and parts and how they function in relation to one another. Our body, as an organism, is a complex system that consists of a series of structures (organs and muscles) that interact with one another, as well as the body as a whole. Some structures are more stable than others and have a determined lifespan before they dissolve into chaos. By understanding the essence of these structures we can begin to understand how they impact upon human action and interaction with the external environment.

The Industrial Age was responsible for creating specialization. Horizontal bureaucracies combined with hierarchical structures provided a rational means for spreading out work, leading

to a proliferation of larger and more stable structures. By dividing up work, reducing it to specific steps, specializations emerged that led to fragmented departmental structures that imposed and imprisoned participants within an intense control-coordination function.

Today's emerging global economy requires a different set of structures to deal with external challenges that are discontinuous and rapidly changing in nature. Jack Welch, president and CEO of General Electric, pointed out in his 1992 letter to shareholders, that three factors were required to effectively compete in today's global environment. He described them as Boundaryless, Speed, Stretch . Boundaryless people, pursuing stretch dreams within a nano second environment.⁷

Robert Fritz⁸ points out how human beings pursue the path of least resistance, based on the structures they have created for themselves, or have adapted to as participants of an organization. People need to learn how to recognize the diverse structures that impact upon their lives in order that they can effect the needed changes to become effective participants in today's global environment.

The challenges we face in creating new structures is that our mind, as an adaptive self organizing and patterning system, (see Systems) processes and stores information according to specific patterns. **This system of patterns inhibits our ability to break out and create new ideas outside the existing structures. Thus, our mind is able to create and recognize patterns, but rarely is it able to change them. This is evolution's way of protecting us from the chaos, complexity and uncertainty.**

Edward deBono⁹, the father of lateral thinking, points out how these patterns allow us to cross the street without consciously performing several thousand tasks prior to taking the first step. By consciously seeking to break out of these patterns, entrepreneurs create new possibilities, as well as exploiting new opportunities, in the external environment. In the same manner lateral thinking is designed to disrupt existing patterns in order to allow people to create what has not been created before.

We have created a number of experiential activities designed to allow people to break out of their 'locked in' perceptions and venture outside their conscious and unconscious framework. By exploring outside the box, people break out of existing patterns and are encouraged to generate scores of possibilities (potential ideas and/or opportunities). Judgement is suspended as the purpose of the exploration stage is to look everywhere.

Once the search is completed, individuals begin to shape their ideas and only after identifying a large number of possibilities are they ready to focus on their viability. It is by interacting within the external environment that people can identify market niches that can be exploited.

2. *Systems*

As already mentioned in our brief discussion of structures, our universe is a complex system, like our body, that consists of a series or organizational structures (economic, political, social) that interact with one another nationally and internationally. It was with this in mind that we began to focus on the emerging science of complexity to provide us with an understanding of the similarities between physical, biological and human systems, in order to develop a better understanding to our relationship with the global environment.

The science of complexity, housed at the Santa Fe Institute in the US, studies complex, adaptive systems that include cells, embryos, brains, ecologies, economies, political and social systems. These complex adaptive systems consist of diverse parts that are organically related to one another. **Complexity is also a central principle of evolution that effectively demonstrates how through a process of differentiation and integration we transcend our evolutionary path.** It helps explain how organisms with a more integrated physiology or behavioural repertoire tend to gain a competitive advantage over others.

All complex adaptive systems are dynamic and self organizing in nature, much as we found in most of the High Growth Profit 100 companies that have grown into the second and third generation of entrepreneurial companies. There are a number of common properties associated with all complex adaptive systems. A full discussion of the emerging science of complexity is provided by M. Mitchell Waldorp in his book, *Complexity*.¹⁰

- 1) They consist of a network of many agents acting in parallel. In the brain these agents are nerve cells, while in the economy they include individuals and households.
- 2) There are many levels of organization with agents at any one level serving as building blocks for a higher level. These agents are constantly revising and rearranging themselves both internally as well as into larger structures through the clash of mutual accommodation and rivalry.
- 3) They anticipate and predict the future by use of internal models based on individual experiences or genetic blueprints passed on from one generation to the next.
- 4) They are characterized by perpetual novelty. They exploit niches that are specifically related to their particular needs. As they fill one niche, they create new opportunities for other competitors or strategically aligned partners. Thus new opportunities are constantly being exploited leading to changes in structures.

Since the course of evolution is exceedingly erratic, full of false starts and temporary reversals, complexity systems meet up with temporary reversals from time to time. In our own human history we can point to periods where people developed their individuality while networking with others leading to great strides in the learning and growth of civilization. Other periods that followed these stages of enlightenment consisted of chaos and turmoil, which were

described as the Dark Ages.'

In the same manner, as the course of evolution, we have found it difficult to predict the success of an entrepreneurial startup at inception. A number of critical factors must come together at succeeding bifurcation points, even before we begin to exploit niches and identify opportunities. After that we need to develop the necessary management systems to ensure the success of an enterprise.

According to chaos theory, if you expand the context far enough, you will discover order. Thus, if you allow chaos to order itself, you will move into new realms of possibilities. This is consistent with David Bohm's discussion of implicate and explicate order. The implicate order is the quantum field (external environment) while chaos is the explicate order. When the two are in unison, the second implicate appears and a higher order is revealed. This second, is the information that organizes the quantum field (external environment).¹¹

In the biological world, atoms and molecules are almost never left to themselves. They are usually exposed to a certain amount of energy and material that flows in from the outside. If that material and flow of energy is strong enough, the system can spontaneously organize itself into a whole series of complex structures. **In the biological system, a living cell is a self-organizing system and survival is based on taking energy in the form of food and excreting energy in the form of heat and waste. Likewise, the mind as a larger system operates in the same manner by taking in information while performing highly complex tasks in the thinking, sensing, perceiving and action modes. (Four human faculties)**

When we create relationships with others, we create energies that, when added to thoughts, creates a deeper level of intensity leading from chaos to order. By adding this energy to the critical point of intensity, a bifurcation point is reached, that reveals new options and levels of understanding.¹²

An economy is also a self-organizing system in which market structures are spontaneously organized by such factors as demand for goods, services and labour. In each of the above situations, **self-organization places matter in a constant battle between the forces of order and chaos.** Matter consistently seeks to organize itself into ever more complex structures, even in the face of the incessant forces of dissolution described by the second law of thermodynamics.

Order is also part of complexity that answers the mystery of human existence. Order helps to explain how we came to be as living, thinking creatures in the universe that seems to be governed by accident, chaos and blind natural law. Order helps to explain the *how* we happen but the *why* continues to elude us until we discover it in the purpose of 'human' existence, which has been described by Viktor Frankl as a striving to discover one's individual sense of meaning. An excellent discussion of the psychology of Logotherapy is Viktor Frankl's, *Man's Search for Meaning*.¹³

It is at the edge of chaos where we find the meaning of complexity.

A class of behaviours in which the components of the system never quite lock into place, yet never quite dissolve into turbulence, either where systems are both stable enough to store information, and yet evanescent enough to transmit itwhere systems can be organized to perform complex computations, to react to the world, to be spontaneous, adaptive and alive. ¹⁴

Living systems emerge from the bottom up, from a population of much simpler systems. This bottom-up organization gives rise to flexibility. The main point of Chris Langton's theory is that lifelike behaviours are the result of simple rules unfolding from the bottom up and the place to find this type of behaviour is in the dynamics of complexity at the edge of chaos. **This edge of chaos, is a special region where you find systems with lifelike complex behaviours. Since the human brain uses an information processing system, it is thought by researchers that it can achieve its optimal level of functioning when it attains a precise balance between the forces of order and chaos in its functioning.**

Further examples of this relationship in the outside world can be found in the stages of entrepreneurial development. The innovation stage of a startup is dependent on a series of chaotic events surrounding a major paradigm shift brought about by the entrepreneur. This stage is followed by a second stage that focuses on order as demonstrated by the management process, which is the second stage of the successful first stage start up. However, innovation (chaos) or management (order) alone cannot provide long-term growth and stability. We need both innovation and management as Drucker¹⁵ and Gerber¹⁶ have demonstrated to ensure the survival of the startup.

3. People

We live in a period of immense opportunities, unrivalled in any time frame in our history. Only our limiting belief systems prevent us from exploiting these opportunities by creating what has not been created before. **People have the ability to change existing structures and incorporate systems that can help them to create a compelling vision of the future.**

To become self-determined, people need to be intrinsically motivated. **Intrinsic motivation** focuses on our internal needs for achieving competence, meaning and self-determination. This intrinsic motivation helps people to energize their behaviours in order to satisfy their desires as they seek personal challenges. As these challenges require a leap into the unknown, one needs to stretch one's abilities and interests. Enjoyment is derived from participating in these activities that lead to increased creativity and spontaneity. By pursuing self-determined goals, people achieve what Csikszentmihalyi calls "Flow".¹⁷

Research by Mihaly Csikszentmihalyi has also demonstrated that self-determined people are not "ego" driven. The difference can best be shown by describing an ego driven person to be

motivated by rewards, and a "self" determined person to be motivated by the activity. It is interesting to note that a common element running through research of successful entrepreneurs identifies the "journey" rather than the "destination" as the key motivator (Timmons, 1989)¹⁸

It becomes our mission to nurture these self-determining beings for this changing global information and technologies age. The Personal Transformation Diamond™ was created for people to discover their consciousness of "self", their inner sense of meaning, in order to gain an understanding of their beliefs and values in light of their cultural and genetic determinism.

Once they understood the rationale for their existing "world view" they could focus on what changes they would need to make in order to be aligned with their individual sense of consciousness and meaning and their own vision of the future.

To become an effective, empowered and self-determining participant in today's rapidly changing and often chaotic and complex global environment, one needs to begin a journey to discover one's purpose. This journey starts with a clear sense of one's inner consciousness and meaning. This complex process involves the union of all your human faculties as you seek to identify challenges and opportunities which match your individual interests, strengths and talents. By integrating and synthesizing your own uniqueness within the external environment, you begin to discover your purpose, by creating possibilities that give your life meaning while exploiting potential niches.

Although every human brain is able to generate this self-reflective consciousness, not everyone uses it equally. Some individuals follow the instructions of their genetic blueprint or the dictates of culture, with little or no input from consciousness. At the other extreme, there are individuals who develop autonomous selves, with goals that override external instructions, living totally by these self-generated rules. Most people find themselves between these two extremes. This is made all the more challenging in that our actions are driven by our unconscious. A recent discovery by two neurophysiologists, Libet and Feinstein at Mount Zion Hospital in San Francisco, brings to light the interrelationship between our conscious and unconscious mind. By measuring the time it took for a touch stimulus on a patient's skin to reach the brain as an electrical signal, the researchers were able to demonstrate that the patient's decision to respond was based on the patient's unconscious mind. What was even more surprising was that the patients were unaware that their conscious minds had already caused them to push the button before they had consciously decided to do so.¹⁹

Only by occasionally changing their thinking, by reframing existing mindsets, can people again become effective participants in today's rapidly-changing external environment. Homeostasis is evolution's way of making us feel snug in our respective zones of comfort. Every time we attempt to break out of our existing beliefs, behaviours and patterns, we experience chaos, tension and a great deal of discomfort. But, as the only species on earth, we also have the capability to determine our own future. By bridging this chaos with our external environment, we discover order and possibilities that leads us to a new zone of comfort at a higher level.

After extensive research into the fields of human dynamics and enterprising behaviours, we share the conclusions of Dr. Kelly Shaver at the College of William and Mary.

Economic circumstances are important; social networks are important; entrepreneurial teams are important; marketing is important; finance is important; even public agency assistance is important. But none of these will alone create a venture. **For that we need a person in whose mind all of the possibilities come together, who believes that innovation is possible, and who has the motivation to persist until the job is done.**²⁰

New enterprises, according to Shaver, emerge and take the form they do because of deliberate choices made by individuals. Thus, the focus on choice. From the perspective of an entrepreneur, two questions are critical. *Can I make a difference?* And *Do I want to?* The first focuses on the perception of control, while the second requires the needed motivation. The answer to the first question can only be affirmative if the person a) considers the choice hers to make; b) has some initial success attributed to the self, and c) maintains an intrinsic interest in the project.

4. The Process: Action/Interaction

The Process stage deals with interaction in the external environment. By integrating the three pillars, **persons, structures and systems**, individuals are ready to create a compelling vision of a future. While the term vision has a number of operational definitions, we have chosen the Collins-Porras Vision framework developed at Stanford University²¹. Collins and Porras present compelling evidence for a vision that consists of three major components:

1. **Core beliefs and values** are the fundamental motivating principles that permeate the organization. They are the extension of each persons beliefs and values.
2. **Purpose** is derived from these core beliefs of the organization. It serves as the reason for being. It is something that is worked towards but is never achieved.
3. **Mission** is the focal point, the major goal that people strive to achieve. John F. Kennedy's moon mission is an example often used. This nation should dedicate itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth.

Creativity is the bridge between the present reality and a compelling vision. The creative process is the driving force that affords the opportunity to get out of the box to create what has not been created before. It mirrors actions of entrepreneurs within the external environment. By breaking out of existing patterns of perceptions, people direct attention at new situations, thereby exploring outside the proverbial box. The mission becomes the driving force that drives the creative process. The creative process ensures that the needs of the organization and their stakeholders is met. The critical component of this creative process is the individual's energy

source that determines the ultimate achievement of the vision.

Tension is created as a result of these actions and interactions. It is the result of all discrepancies faced by individuals interacting with one another, both inside and outside the structure, in their attempt to move from the present reality to that of the future state.

When all the elements come together you have completed your mission. You are now ready to face the next challenges as you seek to embark on another mission. The Starship Enterprise is ready to embark on another journey.

5. *Strategy: Differentiation and Integration*

While creativity is used as a process for creating a vision, simulations help to shape a strategy of differentiation and integration. This strategy allows people to pursue their self-determined goals in seeking to achieve the vision while sharing its experiences and outcomes with others as in the case of a jamming jazz band, where each person pursues their individual purpose as part of an overall mission to create music by means of improvisation. A strong sense of trust needs to be present in order that each player can have the confidence that the completed piece will entertain their audience. **By a process of differentiation and integration, each individual contributes to create a whole that is greater than the sum of its parts.**

According to Henry Mintzberg of McGill University, the current method for creating strategy - strategic planning - does not work because it incorrectly assumes that discontinuous events can be predicted. Traditional planning itself does not lead to strategy because strategy is about synthesis, which brings ideas together and planning is about analysis, which seeks to mechanistically reduce ideas into constituent parts. This may be effective within closed systems, but in today's environment we are dealing with open systems. Mintzberg suggests that emphasis be placed on information and personal vision.

From our experience, we have found simulations to be effective in synthesizing learning. Leaders and managers describe simulations as one of the best strategic thinking exercises they have ever experienced. They emerge from these exercises with renewed energy and enthusiasm towards the challenges they are facing. Along with these experiences, they also discover a broader range of alternatives they can choose from an ongoing strategic formulation process.

Although outcomes will differ, depending upon the individual participants and the groups, we have found the following outcomes common to all groups.

- 1) **A changing world view.** (seeing the other side of the mountain)
- 2) **A challenge of certain assumptions and beliefs.**
- 3) **A changing mindset related to self and others.**
- 4) **Emergence of new opportunities and possibilities.**
- 5) **A testing of these opportunities and possibilities in order to assess their viability.** Testing people's reactions to new opportunities and possibilities. These allow for individuals to focus on customers, employees, suppliers, agents/distributors and financiers. A scenario/simulation program should include these significant stakeholders as part of your session. This ensures the continued integration and interdependence among your stakeholders leading to new opportunities and creative solutions to existing challenges. This is why companies such as Hewlett Packard derive sixty percent of their income from products created in the same fiscal period. This is also the process Boeing Corporation used to build their new 777.
- 6) **Creation of a compelling vision of a future based on a common purpose.**
- 7) **Working to create the future together while sharing the same assumptions about key issues.** (Mission, objectives and strategies)

Conclusion:

Towards an Integration of the Five Pillars of Entreplicity

The strategy of aligning and integrating structures, systems and people to create the needed synchronicity is both a challenge and opportunity. From our experiences in the field of entrepreneurship development, we have been able to discover the structure that is most effective in dealing with today's complex, at times, chaotic and rapidly changing global environment is entrepreneurial and molecular. Entrepreneurial, for reasons discussed throughout this paper, molecular in that some of the units will band with others to create new organisms, while others will spin off on their own. And, as in the case of entrepreneurial startups, many will not survive beyond the very early period of their existence. **The question becomes: how can we increase the emergence and survival of these structures? It is up to existing bureaucratic**

and hierarchical structures to create and nurture entrepreneurial structures on their edge.

A few early successes could enhance and ensure the existing organization's survival, as a result of the successes of these spinoffs on their edge. From our study of high growth entrepreneurial ventures, we have found that a high number of individuals have left large organizations to spin off new enterprises on their own, after incubating them inside the existing organization.

Systems are adaptive and self organizing in nature, allowing the individuals and enterprises to deal with the discontinuities and emerging challenges, while interacting internally and externally based on their uniqueness and differentiation. By pursuing their individual goals, and by sharing them with others, people achieve the highest form of evolution: **Complexity**.

People have the capacity to create systems and structures that reflect their world views. Entrepreneurs, as agents of change, and creators of what has not been created before, build structures and embody systems that allow them to achieve their vision. In fact, the ultimate success of their enterprise depends on how effective and efficient their structures and systems are in dealing with the chaos and uncertainty of the external environment.

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