

## We Value Nature 10-Day Challenge Event

### *Sustaining momentum for action on nature*

#### Session summary & key takeaways

*Institutional inertia has been identified as one of the top barriers to natural capital uptake, along with more technical challenges, according to the We Value Nature campaign. The campaign's theory of change recognises that change happens at different levels -- from the individual to the project level to within an organisation and sector. To overcome inertia, this session addressed what it takes to be a social intrapreneur or change agent within an organisation. John Herniman shared findings of research on the possible pathways to navigate such a journey, noting innovation requires courage and the risk of failure is real. Between choosing an idea to take forward to sustaining momentum to bring it to scale, there are usually a host of challenges to overcome both within an organisation and beyond. However, recognising the pitfalls can help you advance and refine your ideas to move forward, and these tactics can be applied to advance natural capital approaches within business and other organisations.*

#### Key takeaways:

1. By considering themselves as a social intrapreneur or a change agent, natural capital advocates can be empowered to sustain the momentum necessary at each stage of the journey.

2. Social intrapreneurs use a host of different pathways to overcome organisational barriers, and some are even contradictory, depending on the stage of their journey.
3. Framing an initiative within a company, creating shared value that relates to its purpose and building formal and informal legitimacy can help intrapreneurs sustain momentum. While many innovative initiatives “fail”, learning from these efforts can help adapt or pivot your ideas.
4. Innovation takes time and energy, and social intrapreneurship is often undertaken with efforts beyond the person’s normal job description. Furthermore, momentum is maintained with a combination of strategies and navigations unique to the journey of the each social intrapreneur.

Warm thanks to the speakers for the insights shared:

*John Herniman, Doctoral Researcher, Cranfield University, UK*

*Nadine McCormick, Manager, Nature Action, World Business Council for Sustainable Development*

*Gerard Bos, Director, Business and Biodiversity Programme, IUCN*

### Key solutions presented / actions to take

Lessons from successful social intrapreneurship were offered as a means to overcome inertia and sustain momentum. One representation of the social intrapreneurship journey (see slide 28 in the presentation) was offered as a way for participants to consider as they navigate the scaling up of their natural capital initiatives.

Participants are encouraged to apply this learning in their respective natural capital journey.

In particular:

- Reflect on where you are on the natural capital journey and the related challenges. Are they more at the individual level in getting started or getting your project to scale?
- Reflect on ways to navigate your current challenges, seeking inspiration from the journey diagram (slide 28), and instances where you or others have had success in similar situations.

## Useful resources

You can complete the WVN 10-Day Challenges at any time and take incremental steps to advance your natural capital journey - <https://wevaluenature.eu/10-day-challenge>

See the full presentation shared during the Sustaining momentum session here – <https://wevaluenature.eu/10-day-challenge-previous-sessions>

Visit the We Value Nature training resources - <https://wevaluenature.eu/training-resources>

### **Additional reading:**

Grayson, David. (2013). “Creating Sustainable Business through Social Intrapreneurism.” *Business Fights Poverty*. 24 April 2013: UK. Available at: <https://businessfightspoverty.org/professor-david-grayson-creating-sustainable-business-through-social-intrapreneurism/>

Grayson, D. McLaren, M. and Spitzbeck, H. (2011). Social Intrapreneurs – An Extra Force for Sustainability. A Doughty Centre for Corporate Responsibility Occasional Paper, Cranfield University: UK. Available at:

[https://www.researchgate.net/publication/229008598\\_SOCIAL\\_INTRAPRENEURS-AN\\_EXTRA\\_FORCE\\_FOR\\_SUSTAINABILITY](https://www.researchgate.net/publication/229008598_SOCIAL_INTRAPRENEURS-AN_EXTRA_FORCE_FOR_SUSTAINABILITY)