

JENNY GARRETT GLOBAL

# The Intrapreneurial Leadership Audit

*How well are you creating the conditions for intrapreneurship in your team?*

## WHAT THIS IS

A 15-question structured reflection tool to help leaders audit their own leadership against the conditions that enable intrapreneurial behaviour.

It draws on academic research on psychological ownership (Pierce, Kostova and Dirks, 2001 and 2003) which identifies three roots: efficacy (can I make a difference here?), identity (does this reflect who I am?), and belonging (do I have a place here?).

## HOW IT CONNECTS TO THE OWNERSHIP SPECTRUM

JGG's Ownership Spectrum describes four states people occupy at work - from "that's not my job" through to "this is mine."

What moves a person from one state to the next? The three conditions this audit measures. Get those conditions right, and people move along the spectrum. Get them wrong, and they get stuck.

## WHAT THIS ISN'T

A psychometric. There are no validation studies, no norms, and no industry benchmarks.

It is a structured way to have an honest conversation with yourself - and with your team - about where ownership is strong and where it is weak.

## How to use it

Take 10 minutes. Rate each statement honestly from 1 (strongly disagree) to 5 (strongly agree). Total your scores by section. Notice which root has the lowest score - that is where your highest-leverage 30-day experiment lives.

Ask your team to complete it independently and compare results. The differences are usually more interesting than the totals.

### RATING SCALE

1 = Strongly Disagree • 2 = Disagree • 3 = Neutral • 4 = Agree • 5 = Strongly Agree

## PART 1

**Efficacy***"Can I make a difference here?"*

1. People in my team can make decisions in their area of work without needing to escalate.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

2. People can see the direct impact of their contributions - their difference is visible to themselves and others.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

3. People have protected time to think creatively, try things, and experiment - it isn't squeezed out by the day job.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

4. People feel safe to fail. When something doesn't work, the response is curiosity, not blame.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

5. People who bring ideas, challenge the status quo, or try something new are noticed and recognised.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**EFFICACY SCORE: \_\_\_\_\_ / 25**

Total your responses to questions 1-5 above.

## PART 2

## Identity

*"Does this reflect who I am?"*

6. People can put their personal stamp on their work - their judgement, voice, and ideas show through.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

7. Team members talk about the team's goals as "our goals", not "their goals".

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

8. People's values align with what the team and organisation stand for.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

9. Team members feel proud to tell others what they do and where they work.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

10. People have opportunities to work on things they genuinely care about, not just what's been assigned.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**IDENTITY SCORE: \_\_\_\_\_ / 25**

Total your responses to questions 6-10 above.

## PART 3

**Belonging***"Do I have a place here?"*

**11.** People feel like insiders - involved in what matters - rather than outsiders to be informed after decisions are made.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**12.** Team members are included in decisions that affect their work.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**13.** Information flows freely. People aren't kept in the dark about things they could act on.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**14.** There is genuine trust between leadership and team members - in both directions.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**15.** People feel safe to speak up, even with bad news, mistakes, or unwelcome ideas.

|                         |                         |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**BELONGING SCORE: \_\_\_\_\_ / 25**

Total your responses to questions 11-15 above.

# Your Intrapreneurial Leadership Score

Where are you creating conditions for intrapreneurship - and where are the gaps?

| Section                                               | Your Score | What it tells you                                                                                        |
|-------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------|
| <b>Efficacy</b><br><i>Can I make a difference?</i>    | _____ / 25 | Decision rights, visible impact, time, safety to fail, recognition. The engine room of intrapreneurship. |
| <b>Identity</b><br><i>Does this reflect who I am?</i> | _____ / 25 | Personal stamp, alignment, pride, meaningful work. The fuel.                                             |
| <b>Belonging</b><br><i>Do I have a place here?</i>    | _____ / 25 | Trust, voice, information flow, psychological safety. The container.                                     |
| <b>TOTAL</b>                                          | _____ / 75 | Your overall ownership readiness.                                                                        |

# Reflect

**Which is your LOWEST score?**

- ☐ Efficacy      ☐ Identity      ☐ Belonging

*This is where your highest-leverage 30-day experiment lives. Most leaders find efficacy is the weakest root. If yours is, you are not alone.*

**What is ONE thing you - as a leader - could change in the next 30 days to address this?**

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**Who in your team should also complete this audit, and when will you compare results?**

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## What to do next

- 1. Do it yourself first.** Be brutally honest. Your scores are about how well YOU as a leader are creating these conditions.
- 2. Then ask your team to complete it independently.** Don't tell them your scores first. The differences between your view and theirs are where the real conversation lives.
- 3. Pick one experiment for the next 30 days.** Address your lowest-scoring section with one specific change. Tell your team what you're trying and why.
- 4. Re-take in 90 days.** Compare scores. Notice what shifted - and what didn't.

### WANT TO TALK IT THROUGH?

If you would like to discuss your results with us, or talk about how to develop intrapreneurial leadership at scale in your organisation, we would be glad to.

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