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Cultivating an Entrepreneurial Mindset: The Role of Intrapreneurship in Enhancing Organizational Resilience and Performance

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One day. $42 billion.

What happened to Silicon Valley Bank on March 9, 2023

$42B

Withdraw in a single day

About $217B in assets (March 2022); over 94% of its deposits were uninsured

Closed by regulators on March 10, the morning after

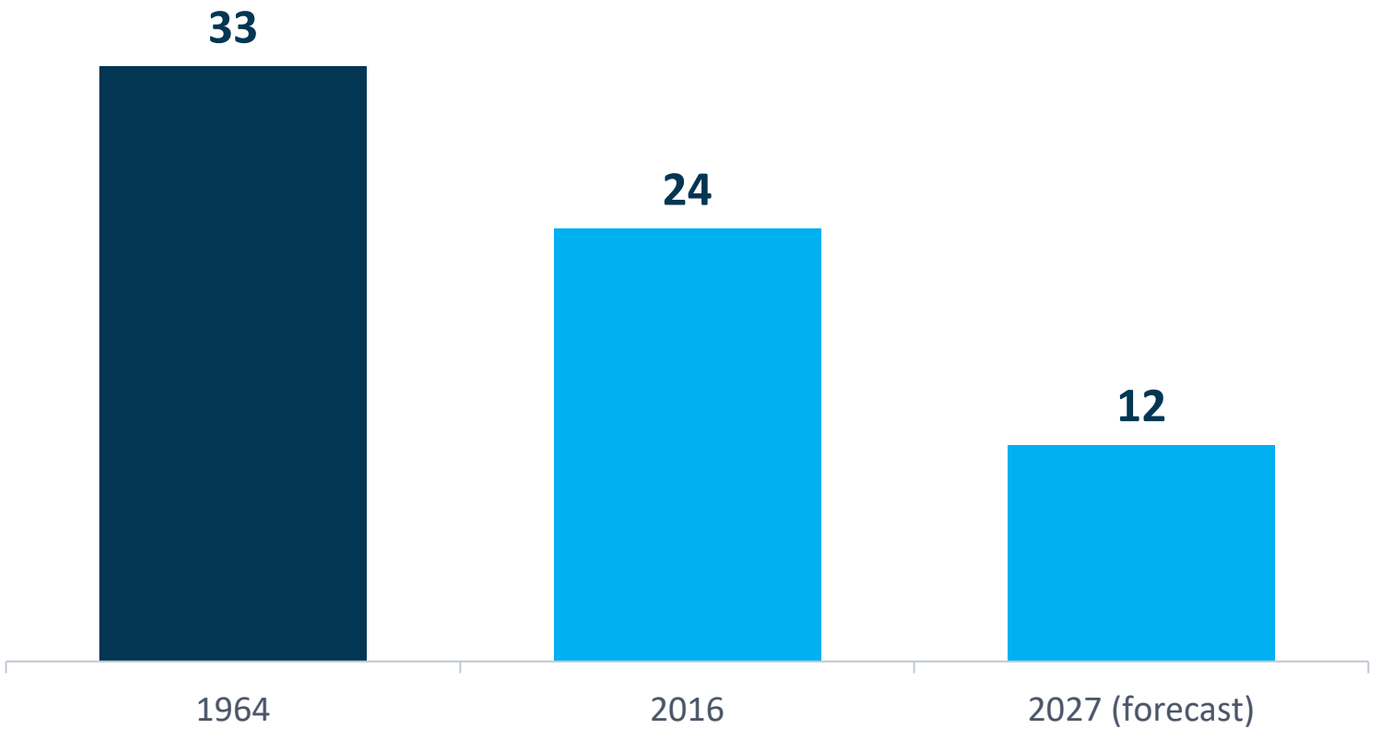
It was not only about money. The bank stopped noticing its own risk.

Source: Federal Reserve Office of Inspector General (2023). Material loss review of Silicon Valley Bank (Evaluation Report 2023-SR-B-013), pp. 9 and 14 (of 53).

Business environment changes rapidly

Companies are living shorter lives

How long does a company stay in the S&P 500? (average, in years)



Source: Innosight (2018)

12 years

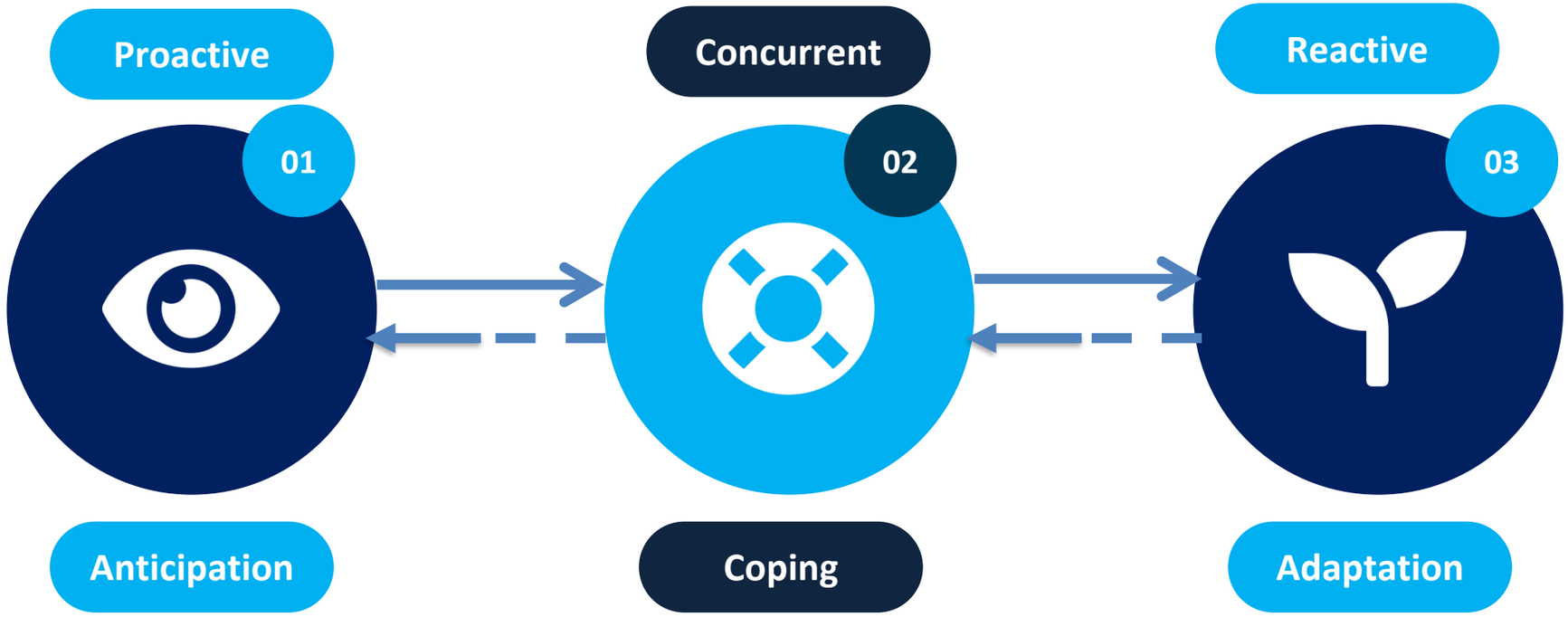
is what Innosight projects for 2027. In 2016 it was 24.

Organizations have to be resilient

Organizational resilience helps a business survive and grow, especially in turbulent, fast-moving times

Source: Duchek (2020), and Yang (2019)

Resilience is not a plan. It is a dynamic capability, consisting of three stages



Developing or focusing on a single resilience capability is not enough

Source: Duchek (2020), and Yang (2019)

Why this matters right now

The world wants adaptable people. Most organizations are not there yet.

63%

of employers say the **skills gap** is their biggest **barrier** to **business transformation**

WEF, Future of Jobs Report 2025

39%

of workers' **core skills** are expected to be **outdated**/transformed by **2030**, according to employers

~9%

Prevalence of **intrapreneurship** in the Nordic countries: they are the **leaders**

Elert et al. (2019)

Creative thinking, resilience, flexibility, and agility are rising in importance for everyone, not just leaders

Source: Elert et al. (2019); World Economic Forum (2025)

So what is intrapreneurship?

Organizational level

Corporate entrepreneurship: firm-level **formal and informal activity** that focuses on discovering and pursuing new business opportunities

Individual level

Intrapreneurship: employees think and act like **entrepreneurs inside** an existing **company**.

Intrapreneurs leverage organizational resources
Turn ideas into sustainable business performance

Blanka, 2019)

Source: Antoncic (2007); Bierwerth et al. (2015); Blanka (2019); Felício et al. (2012)

What do intrapreneurs actually do?

Six behaviors

- **Communication and information**
- **Innovativeness**
- **Networking and influence**
- **New ventures and opportunities**
- **Personal initiative**
- **Risk-taking**

Good news for HRD: training, coaching, and mentoring can build these skills.
A caution: this work can lead to exhaustion, so give support.

Source: Pelica et al. (2026).

Is there evidence? Yes.

13,237

firms across 43 independent samples

Strategic renewal, innovation, and new ventures all go with better firm performance.

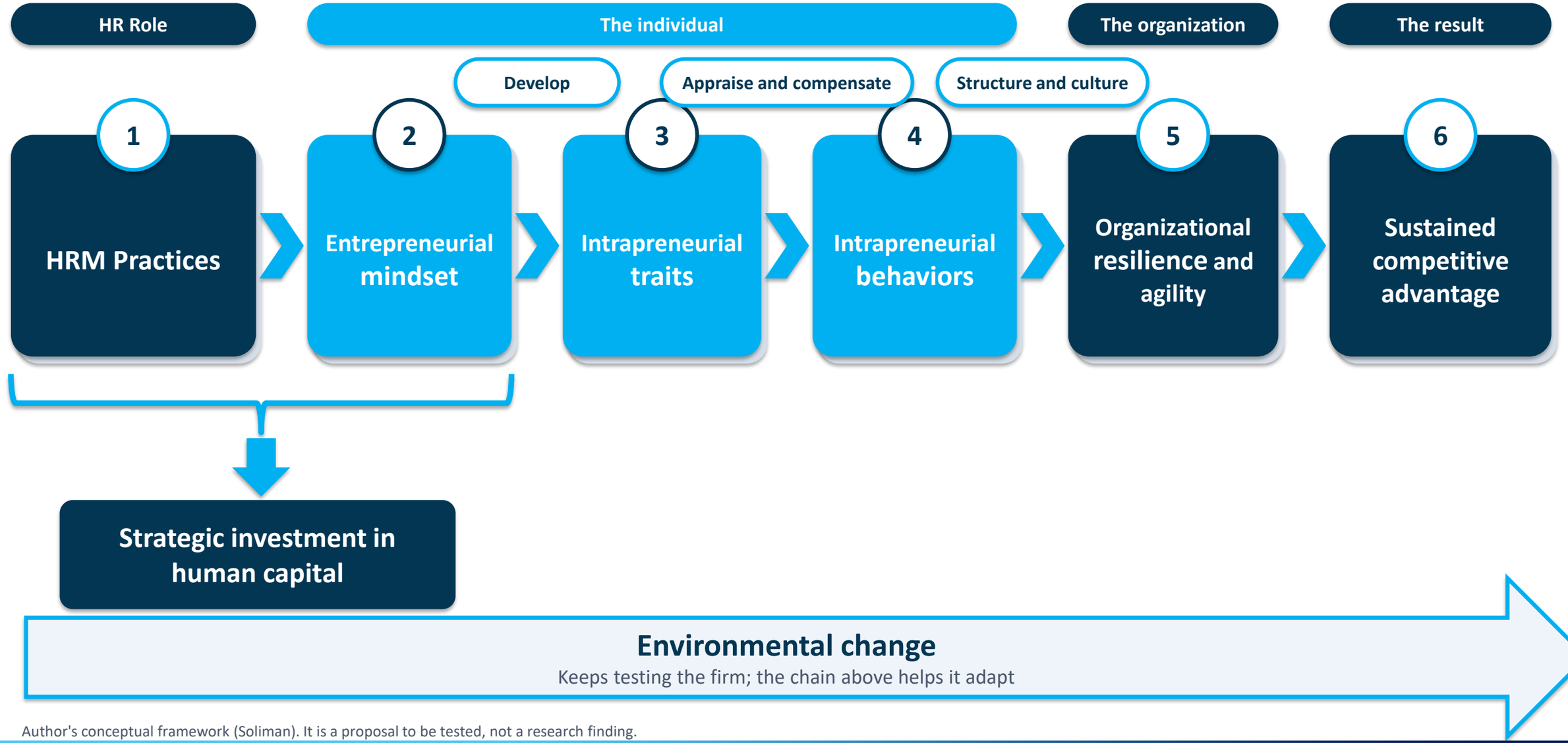
530

employees in 138 IT firms in Istanbul

Intrapreneurship influences organizational resilience and, hence, increases agility and sustained competitive renewal.

Source: Ateşoğlu & Demirkaya (2025); Bierwerth et al. (2015)

From Strategic HR practice to sustained competitive advantage



Author's conceptual framework (Soliman). It is a proposal to be tested, not a research finding.

What makes it possible?

Resources

Supportive physical environment

Personal traits

Entrepreneurial mindset, knowledge, experience

Supportive Organizational Structure

Decentralized decision-making and empowering employees

Supportive Organizational Culture

Open to learning from mistakes, mutual trust, and supportive leadership.

What gets in the way: large-organization rigidity · unfairness concerns about pay · limited resources

Source: : Ateşoğlu & Demirkaya (2025), Blanka (2019), Covin et al. (2020), Huang et al. (2021), and Neessen et al. (2019).

Three HR moves to build intrapreneurs

1 Hire for the mindset

Look for people who already act like owners.

Use validated assessments and behavioral interviews.

TRY THIS

"Tell me about a time you acted on something nobody asked you to fix."

2 Reward the trying

Thank people for trying, not only for winning.

Look at long-term value, not only short-term financial results.

TRY THIS

Say thank you for a smart attempt **in public**.

3 Build a supportive culture

Give people room to decide, innovate, recharge.

Empower employees and protect work-life balance so they have energy to innovate.

TRY THIS

Hand one decision down a level for 90 days.

Intrapreneurs grow where people are trusted, rewarded for trying, and free to act.

Practical suggestions from the author. Only the competency scale is research-based (Vargas-Halabí et al., 2017).

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> *"A time of turbulence is a dangerous time, but its greatest danger is a temptation to deny reality."*
> — **Peter F. Drucker, Managing in Turbulent Times (1980)**



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