

**Where public servants dare:
Developing archetypes for public sector
intrapreneurship**

by

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A thesis to meet the requirements of the

Doctor of Philosophy

Torrens University Australia

JULY 2018

ABSTRACT

The public sector is under significant pressure to increase its overall efficiency and effectiveness through promptly responding to changing environmental challenges and community expectations. Public entrepreneurship has been established as an approach to improving public sector performance within the broader public sector innovation agenda for over thirty years, yet it has not been widely recognised as a management practice with numerous challenges to its implementation. Taking this into consideration, there is an argument for intrapreneurship as the answer to achieving the benefits of public entrepreneurship. Distinct from the ‘top-down’ organisation level practise of public entrepreneurship, intrapreneurship encompasses the individual level employee attitudes and behaviours that are innovative, proactive and risk taking. It involves employees voluntarily, and autonomously, pushing their innovative initiatives in their organisation from the ‘bottom-up’. Intrapreneurship in the private sector context has been shown to have beneficial effects on organisational performance, however, intrapreneurship in the public sector context is virtually an unknown phenomenon in scholarly research.

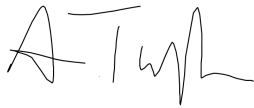
This thesis explores the practise of employees acting intrapreneurially in the public sector. A qualitative phenomenological research approach was utilised to conduct semi structured interviews with twelve participants recruited from the South Australian Public Sector. Study findings reveal three major activities (1) seeking impact and innovation using intrapreneurial strategy, (2) generating freedom and taking action using intrapreneurial behaviour, and (3) responding to challenges using intrapreneurial orientation. Each activity involves a number of distinct mindsets, represented through the use of archetypes, revealing characteristics, strengths, weaknesses, goals, desires and context for use. Each of these activities and archetypes leads to a particular kind of consequence for the intrapreneur, ranging from receiving benefits, taking personal risks and overcoming obstacles through engaging resilience.

These findings contribute to the establishment of public intrapreneurship as a distinct public sector workplace practise. Consequently, this study provides a useful conceptual framework as the first stage of building the foundations for public intrapreneurship as a phenomenon, for further refinement and development in future

studies. Also, these findings provide actionable knowledge to assist public intrapreneurs to achieve success as well as educators, policy makers and public sector leaders to enable effective public intrapreneurship through strategies to improve capability and support.

DECLARATION

This thesis is my own work and to the best of my knowledge it contains no materials previously published or written by another person, and no materials which have been accepted for the award of any other degree or diploma at Torrens University Australia or any other institution, except where due acknowledgement is made in the thesis. I acknowledge that copyright of published work contained within this thesis resides with the copyright holder(s) of those works. Any contribution made to the research by others is explicitly acknowledged in the thesis.

A handwritten signature in black ink, appearing to read 'A. Taylor'.

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ETHICAL CONDUCT

The research associated with this thesis was conducted in accordance with the National Statement on Ethical Conduct in Human Research (2007).

ACKNOWLEDGEMENTS

To the participants of this study, I give my wholehearted thanks. Without your willingness to share your stories and experiences as intrapreneurs, exploring and exploiting opportunities to improve the South Australian Public Sector in order to best serve the South Australian community, this study would not have been possible. I thank you not only for your participation, but also for your vision, courage and determination in what you do for the State.

To my supervisory panel, Professor Eddie Blass and Dr Justin Pierce, I am deeply thankful, appreciative and indebted to you for your ongoing support, guidance and encouragement.

To Torrens University, I am sincerely grateful for the opportunity and the scholarship funding and support you have provided me to undertake this study.

Finally, appreciation and heartfelt thanks is extended to colleagues, friends and family that have supported and encouraged me in undertaking this study.

TABLE OF CONTENTS

Table of Contents

1 INTRODUCTION	1
1.1 Introduction	1
1.2 Intrapreneurship as the response to public sector challenges.....	1
1.2.1 Public sector challenges	1
1.2.2 Public entrepreneurship	4
1.2.3 Public entrepreneurship reforming government.....	6
1.2.4 Impediments to public entrepreneurship	9
1.2.5 Public intrapreneurship	11
1.3 The present study.....	14
1.3.1 Research problem	14
1.3.2 Research setting: South Australian Public Sector.....	15
1.3.3 Personal interest in the topic	17
1.3.4 Research questions	18
1.3.5 Research objectives.....	19
1.3.6 Research approach.....	19
1.4 Chapter summary and thesis overview	20
2 LITERATURE REVIEW	22
2.1 Introduction	22
2.2 Locating and defining public intrapreneurship	22
2.2.1 Introduction	22
2.2.2 Entrepreneurship.....	24
2.2.3 Corporate entrepreneurship.....	25
2.2.4 Corporate intrapreneurship	27
2.2.5 Public entrepreneurship	30
2.2.6 Public intrapreneurship.....	33
2.2.7 Summary of definitions and key features.....	36
2.3 Building a theoretical framework for intrapreneurship	37
2.3.1 Introduction	37
2.3.2 Intrapreneurial behaviour	38
2.3.3 Intrapreneurial orientation	42

2.3.4	<i>Intrapreneurial strategy</i>	46
2.3.5	<i>Intrapreneurial process and activities</i>	50
2.3.6	<i>Summarising the theoretical framework</i>	54
2.4	The intrapreneur's experience	55
2.4.1	<i>Introduction</i>	55
2.4.2	<i>Intrapreneurial risk taking, personal consequences, costs and benefits</i>	57
2.4.3	<i>Overcoming obstacles and responding to challenges</i>	62
2.4.4	<i>Resilience</i>	67
2.5	Literature and the present study	77
2.6	Chapter summary	78
3	METHODOLOGY & RESEARCH DESIGN	79
3.1	Introduction	79
3.2	Qualitative research	79
3.2.1	<i>Overview of qualitative research</i>	79
3.2.2	<i>Rationale for adopting a qualitative approach</i>	81
3.3	Phenomenology	84
3.3.1	<i>Overview of phenomenology</i>	84
3.3.2	<i>Rationale for using phenomenology</i>	85
3.4	Interpretative phenomenological analysis (IPA)	86
3.4.1	<i>Overview of IPA</i>	86
3.4.2	<i>Phenomenology as a feature of IPA</i>	87
3.4.3	<i>Hermeneutics as a feature of IPA</i>	87
3.4.4	<i>Idiography as a feature of IPA</i>	88
3.4.5	<i>Insider research</i>	88
3.4.6	<i>Rationale for using IPA in this study</i>	92
3.5	Research design	92
3.5.1	<i>Participants and recruitment</i>	92
3.5.2	<i>Data collection</i>	95
3.5.3	<i>Data analysis</i>	99
3.6	Ethical considerations	104
3.6.1	<i>Informed consent</i>	104
3.6.2	<i>Confidentiality and anonymity</i>	104
3.6.3	<i>Personal reflexivity</i>	106

3.7	Study evaluation and limitations.....	108
3.8	Chapter summary.....	112
4	PRESENTATION OF FINDINGS	113
4.1	Introduction	113
4.1.1	<i>Summary of themes</i>	<i>113</i>
4.1.2	<i>Presentation standards.....</i>	<i>115</i>
4.1.3	<i>Breakdown of participant contribution to each theme.....</i>	<i>116</i>
4.2	Major theme one: seeking impact and improvement.....	117
4.2.1	<i>Overview of major theme one.....</i>	<i>117</i>
4.2.2	<i>Creating meaningful impact</i>	<i>119</i>
4.2.3	<i>Taking responsibility for leading improvement.....</i>	<i>126</i>
4.2.4	<i>Challenging the status quo.....</i>	<i>131</i>
4.2.5	<i>Using expertise to create ideas and opportunities for improvement.....</i>	<i>135</i>
4.3	Major theme two: generating freedom and taking action.....	140
4.3.1	<i>Overview of major theme two</i>	<i>140</i>
4.3.2	<i>Exploring different ways to create freedom.....</i>	<i>142</i>
4.3.3	<i>Seeking connections to create freedom</i>	<i>149</i>
4.3.4	<i>Knowing how to get things done around here</i>	<i>156</i>
4.4	Major theme three: responding to challenges.....	162
4.4.1	<i>Overview of major theme three</i>	<i>162</i>
4.4.2	<i>Overcoming obstacles to prove it can be done</i>	<i>165</i>
4.4.3	<i>Evolving the attitude needed to get it done.....</i>	<i>170</i>
4.4.4	<i>Compromising for security / living my personal values.....</i>	<i>176</i>
4.4.5	<i>Being mistreated / Protecting myself.....</i>	<i>181</i>
4.4.6	<i>Handling negative thoughts / Believing in myself.....</i>	<i>186</i>
4.4.7	<i>Depending on others / Being independent.....</i>	<i>190</i>
4.5	Intrapreneurial archetypes in action	194
4.6	Fictitious narratives	196
4.6.1	<i>Introduction</i>	<i>196</i>
4.6.2	<i>Narrative one: Legacy Maker, Networker, Achiever</i>	<i>197</i>
4.6.3	<i>Narrative two: Boundary Pusher, Pathfinder, Student.....</i>	<i>200</i>
4.6.4	<i>Narrative three: Innovator, Pathfinder, Achiever.....</i>	<i>203</i>
4.6.5	<i>Narrative four: Expert Reformer, Expert Operator, Student</i>	<i>205</i>

4.6.6	Summary.....	208
4.7	Chapter summary.....	208
5	DISCUSSION	210
5.1	Introduction	210
5.2	Conceptual framework of public intrapreneurship.....	210
5.3	Public intrapreneurship: Theory.....	211
5.3.1	Overview	211
5.3.2	Intrapreneurial strategy.....	211
5.3.3	Intrapreneurial behaviour.....	213
5.3.4	Intrapreneurial orientation	214
5.3.5	Summary and contribution	215
5.4	Public intrapreneurship: Activity.....	215
5.4.1	Overview	215
5.4.2	Seeking impact and improvement.....	216
5.4.3	Generating freedom and taking action.....	217
5.4.4	Responding to challenges	219
5.4.5	Summary and contribution	221
5.5	Public intrapreneurship: Archetypes.....	222
5.5.1	Overview	222
5.5.2	Reviewing the archetypes	223
5.5.3	Choice and use of archetype	226
5.5.4	Transitioning between archetypes.....	229
5.5.5	Summary and contribution	231
5.6	Public intrapreneurship: Consequences.....	232
5.6.1	Overview	232
5.6.2	Seeking impact and innovation leads to benefits.....	232
5.6.3	Generating freedom and taking action leads to risk taking.....	233
5.6.4	Responding to challenges leads to engaging resilience	236
5.6.5	Summary and contribution	238
5.7	Chapter summary.....	239
6	RECOMMENDATIONS AND CONCLUSION	240
6.1	Introduction	240
6.2	Review of study objectives.....	240

6.3	Key contributions and recommendations for intrapreneurship research.....	241
6.3.1	<i>Key contributions</i>	241
6.3.2	<i>Recommendations for future research</i>	245
6.4	Key contributions and recommendations for intrapreneurship practice.....	247
6.4.1	<i>Contributions to practice</i>	247
6.4.2	<i>Recommendations for practice</i>	250
6.5	Concluding remarks	253
REFERENCES		255
APPENDIX A: REQUEST FOR PARTICIPANTS		306
APPENDIX B: CORRESPONDENCE TO PARTICIPANTS.....		307
APPENDIX C: INFORMATION SHEET FOR PARTICIPANTS.....		309
APPENDIX D: INFORMED CONSENT FORM		311
APPENDIX E: INTERVIEW GUIDE		312
APPENDIX F: ETHICS APPROVAL		315

LIST OF FIGURES

Figure 2-1: location of public intrapreneurship in the existing literature and key definitions	23
Figure 2-2: theoretical framework of intrapreneurship.....	38
Figure 2-3: theoretical framework of intrapreneurship including major scholarly contributions	55
Figure 4-1: breakdown of participant contribution to each theme.....	116
Figure 4-2: the practice of acting intrapreneurially in the public sector.....	196
Figure 5-1: conceptual framework of public intrapreneurship	211
Figure 5-2: process of developing intrapreneurial archetype competence	231

LIST OF TABLES

Table 2-1: chronological summary of major contributions to the entrepreneurship literature	25
Table 2-2: chronological summary of major contributions to the corporate entrepreneurship literature	27
Table 2-3: chronological summary of major contributions to the intrapreneurship literature	30
Table 2-4: chronological summary of major contributions to the public entrepreneurship literature	33
Table 2-5: comparison of key features across entrepreneurship and relevant sub-fields	37
Table 2-6: comparison of key features across activity and process models	54
Table 2-7: chronological summary of major contributions to the entrepreneurial resilience literature	76
Table 4-1: summary of themes	114
Table 4-2: presentation standards	115
Table 5-1: summary of intrapreneurial archetypes	225

1 INTRODUCTION

1.1 Introduction

This introduction chapter summarises what was involved in producing this thesis and provides a rationale for the study. The context for the study is presented, including the current challenges and opportunities for the public sector, as well as the research problem, leading into the justification and significance of the study to both academia and practitioners. This is followed by an overview of the study setting of the South Australian Public Sector and the researcher's personal interest and motivation for the study. The research questions and objectives of the study are then clearly detailed including the approach taken to achieve them. Finally, an outline of each thesis chapter has been provided to explain the overall research process undertaken.

1.2 Intrapreneurship as the response to public sector challenges

1.2.1 Public sector challenges

The public sector is under significant institutional, political, and normative pressure to perform better (Hartley, Sørensen, & Torfing, 2013) and meet the demands of citizens in order to proactively steer society towards an improved quality of life (Kearney, Hisrich, & Roche, 2008). This is not only an Australian phenomenon, but a global challenge (De Vries & Nemec, 2013; Zampetakis & Moustakis, 2007). For over thirty years now, public sector organisations have been called upon to increase their overall efficiency and effectiveness through promptly responding to changing environmental challenges and community expectations (Bekkers & Tummers, 2017; Hughes & Smart, 2018; McTaggart & O'Flynn, 2015). This is in addition to demands to increase transparency and public accountability (Andrews, Boyne, Law, & Walker, 2011; Kearney, Hisrich, & Roche, 2010).

The current environment for public policy making and service delivery is turbulent and rapidly changing (Bernier & Hafsi, 2007; Bland, Bruk, Kim, & Lee, 2010). Today's society is highly diverse, in terms of gender, age, race, culture, values, interests, types of work and ways of living to name a few characteristics (Head &

Alford, 2015; Leadbeater & Goss, 1998). There have been major shifts in a range of economic, demographic, technological, institutional, ideological and social dynamics over recent decades (Andrews et al., 2011; Caruana, Ewing, & Ramaseshan, 2002; Kearney et al., 2008; Kim, 2010b; Yeazdanshenas, 2014). Accordingly, society has become increasingly divided, leading to an increased need for public services across society and in particular, by the most vulnerable (Leadbeater & Goss, 1998; Oosterom et al., 2007).

The public sector is not meeting community expectations and there is significant criticism of the public sector relating to its lack of responsiveness to citizen's needs (Gofen, 2012; Hughes & Smart, 2018; Pollitt & Bouckaert, 2017; Staite, 2013). Firstly, citizens no longer accept a passive role in public policy making with deficient feedback between citizens and public sector decision makers (Staite, 2013; van Mierlo, 2002). Citizens are now demanding a greater customer orientation from their public services (Osborne, Radnor, & Strokosch, 2016; Van de Walle, 2018) and want greater satisfaction from the public services they receive (Caruana et al., 2002; Van de Walle, 2018; Yeazdanshenas, 2014). A high level of service to customers is expected including the ability to create new services and deliver them in a flexible manner that is timely and responsive at the desired levels of quality and quantity (Bellone & Goerl, 1992; Caruana et al., 2002; Leadbeater & Goss, 1998; Van de Walle, 2018).

Public services are inefficient and costly (Gaspar & Afonso, 2006; Staite, 2013). Citizens are demanding efficient and effective use of their tax dollars and no longer tolerate the costs of big government (Bouvard, Dohrmann, & Lovegrove, 2009; McTaggart & O'Flynn, 2015; van Mierlo, 2002). There are escalating costs and scarce resources (Andrews et al., 2011; Staite, 2013). There are budget reductions (Andrews et al., 2011; Kearney et al., 2010) and increased fiscal pressure (McTaggart & O'Flynn, 2015; Staite, 2013), resulting in the need to "achieve more, with less" (Bartlett & Dibben, 2002, p. 108). Funding sources have changed and the competition for funding is increasing (Andrews et al., 2011; Kearney et al., 2010). Many public sector organisations have significant debt which needs to be considered (Kearney et al., 2010; McTaggart & O'Flynn, 2015). There is an increasing need to generate alternative

external revenue to increase available funding for public services (Kearney et al., 2008; McTaggart & O’Flynn, 2015).

Public sector organisations are no longer suitable to the external environment they inhabit, bringing a range of complexities to be addressed (Boyne, 2006; Staite, 2013). The changes in the external environment have led to increasingly difficult demands for public services than in previous times (Andrews et al., 2011; Head & Alford, 2015; Kearney et al., 2010). In addition, the organisational systems from which public services are provided has also become increasingly complicated (Karyotakis & Moustakis, 2016). Consequently, making the changes needed to meet these challenges posed by the external environment is a complex activity, requiring a substantial number of people to perform a wide variety of tasks, over a long period of time, while focused towards a common goal, as well as adapting their approach when required (Boo, 2008; Boyne, 2006; Staite, 2013).

To respond to a modern society, considering the changing environmental challenges, community expectations, the increasing complexity of citizen needs, along with increasing resourcing constraints, modern government needs to change (Kim, 2010b; McTaggart & O’Flynn, 2015; van Mierlo, 2002). Traditional approaches are no longer adequate or efficient (Yeazdanshenas, 2014). There has been a steady turn away from traditional ideas about government and bureaucracy (Kim, 2010b) and towards new structures, strategies, and methods to distribute and manage their resources (Andrews, Boyne, Law, & Walker, 2007; Head & Alford, 2015; Staite, 2013). Reforms have been undertaken in the public sector since the 1970s in pursuit of effectiveness and efficiency (Pollitt, 2013) and specifically since the 1990s there have been a number of calls to radically transform and re-invent government (Osborne & Gaebler, 1992). While these changes can be seen as a threat to the current ways of doing things, they do provide opportunities to change and innovate (Hughes & Smart, 2018; Morris & Jones, 1999; Oosterom et al., 2007).

1.2.2 Public entrepreneurship

There is widespread support from scholars that entrepreneurship can assist public sector organisations to address its challenges (Caruana et al., 2002; Karyotakis & Moustakis, 2014; Moon, 1999; Morris & Jones, 1999; Osborne & Gaebler, 1992; Ramamurti, 1986; Zampetakis & Moustakis, 2007; Zerbinati & Souitaris, 2005). For example, Kearney et al. (2009, p. 39) assert that “entrepreneurship within the public sector produces superior organisational performance”. Similarly, Kim (2010b, p. 782), argues that public entrepreneurship is a “systematic mechanism for improving government performance”. Public entrepreneurship involves behaviours such as the discovery of opportunities (Kim, 2010b) and seeking innovative changes (Bartlett & Dibben, 2002). It is a manager led activity, with the aim to create value for the citizen by exploiting opportunities and resources (Kearney et al., 2008).

Public entrepreneurship is one of a number of approaches established within the broader public sector innovation agenda (Bartlett & Dibben, 2002; Bernier, 2014; Clark 2016; Eggers & Singh, 2009; Florio, 2015; Gascó, 2017). Public sector innovation has been the focus of attention in the Australian Commonwealth Government in recent years as demonstrated through a number of major reviews aimed at exploiting the identified potential to innovate in the public sector (Moran, 2010), encouraging an innovative oriented culture within the public sector (Australian National Audit Office [ANAO], 2009) and updating the national innovation system (Cutler, 2008). Similarly, public sector innovation has been of interest to local government in the United Kingdom (Bartlett, 2009; 2017; Catney & Henneberry, 2016) as well as to Europe in the implementation of open innovation labs in the public sector (Gascó, 2017) and finally to the United States in responding to citizen dissatisfaction and complex problems (Eggers & Singh, 2009; Gofen, 2012). More generally, the public sector innovation literature encompasses how organisations can develop and sustain an innovation culture (Eggers & Singh, 2009) and empirical studies in this field can be divided into three streams. Firstly, the study of innovation types such as process innovation, product or service innovation, governance innovation and conceptual innovation progress (De Vries, Bekkers, & Tummers, 2016). Secondly, the study of antecedents to public sector innovation such as

environmental, organisational, individual and innovation characteristics (De Vries et al., 2016). Finally, the study of outcomes of public sector innovation such as increased effectiveness, efficiency and customer satisfaction as well as private partners and citizen involvement (De Vries et al., 2016). In this context, public entrepreneurship is a mechanism to improve public sector performance by progressing innovation in the public sector.

The private sector has a long history of using entrepreneurship in organisations, referred to as corporate entrepreneurship, to achieve improvement in organisational performance (Antoncic & Hisrich, 2004; Covin & Slevin, 1989; Lumpkin & Dess, 1996; Rauch, Wiklund, Lumpkin, & Frese, 2009; Zahra, 1991). Research has shown that corporate entrepreneurship positively impacts performance in large traditional organisations including elements such as wealth creation, growth, profitability (Antoncic & Hisrich, 2004) and productivity (Montoro-Sánchez & Ribeiro Soriano, 2011; Zampetakis & Moustakis, 2007). Other benefits demonstrated include strategic renewal, organisational change, value added products and services (Shaw, O'Loughlin, & McFadzean, 2005), rapid response to environmental changes (Covin & Slevin, 1991), proactive creation of novel products, services and processes (Miles & Covin, 2002; Zahra, 1991) and the promotion of efficiency, effectiveness and flexibility (Yeazdanshenas, 2014).

Characteristics of entrepreneurship have been found in public sector organisations (Karyotakis, Bakatsaki, & Moustakis, 2015; Kim, 2010b). Research into performance improvement resulting from public entrepreneurship spans a range of improvement areas including meeting environmental challenges, improving internal organisational processes and new value creation (Kim, 2010b; Meier & O'Toole, 2009). More specifically this includes outcomes such as new public organisation structures, new public services, new administrative systems, new skills, new methods (Osborne & Brown, 2005), new service delivery approaches and policy innovation (Windrum, 2008). Activities are streamlined (Kim, 2010b), transformation and organisational renewal is pushed (Hinz & Ingerfurth, 2013), management is improved (Kim, 2010b), costs are minimised (Ramamurti, 1986), new revenue sources are generated and public

sector assets are better used (Bellone & Goerl, 1992; Lewandowski & Kożuch, 2017; Luke, Kearins, & Verreynne, 2011).

Regarding citizen orientation, public entrepreneurship is dynamic, producing innovative ways of addressing social and economic issues as well as higher social and public value (Borins, 2000; Cwiklicki, 2017; Kim, 2010b; Morris & Jones, 1999; Zhao, 2005). It does this by ensuring citizen participation, such as working in partnerships and cross-functional teams as well as other methods to create new relationships between the public sector and the communities they serve (Bellone & Goerl, 1992; Kim, 2010a; Leadbeater & Goss, 1998; Moon, 1999; Oborn, Barrett, & Exworthy, 2011).

In addition, public entrepreneurship is argued to provide substantial non-monetary benefits such as providing new value to stakeholders (Benz, 2009; Caruana et al., 2002) through thoughtful use of resources (Kearney et al., 2010). Furthermore, public entrepreneurship assists organisations to be more flexible and work more efficiently and effectively (Mack, Green, & Vedlitz, 2008; Moon, 1999) through improving internal processes (Morris & Jones, 1999; Kearney et al., 2008), focusing employees on purposeful objectives (Osborne & Gaebler, 1992), and introducing new ways of working that emphasise opportunity exploitation as well as handling threats and constraints (Kim, 2011; Meier & O'Toole, 2009; Zampetakis & Moustakis, 2010). Finally, public entrepreneurship engenders an “entrepreneurial spirit and resolve” that is needed to enable successful response to challenges (Roberts, 1992, p. 137).

1.2.3 Public entrepreneurship reforming government

Public entrepreneurship is considered part of the reinvention movement which introduces government performance improvement mechanisms (Kim, 2010b). Specifically, public entrepreneurship provided the foundation for the entrepreneurial government movement that gained some popularity in the 1990s (Edwards, 2002; Moss, 1997; Osborne & Gaebler, 1992). Under this movement, public sector organisations were encouraged to proactively adopt innovative approaches to respond to new challenges, improve service provision and organisational performance

(Osborne & Gaebler, 1992). During this time, public entrepreneurship was established as a tool for regeneration and radical reform (Leadbeater & Goss, 1998) in order to overcome the inadequacy of democratic institutions (Behn, 1998) and promote democracy (Shockley, Stough, Haynes, & Frank, 2006) through seeking to make government more transparent and accountable to its citizens (Morris & Jones, 1999). Although entrepreneurial government was often seen as an instigator of market-oriented practices, such as privatisation, outsourcing and public-private partnerships (Kim, 2010b), the main intent of entrepreneurial government was revitalisation (Leadbeater & Goss, 1998) through citizen centred approaches, providing higher quality services as well as more choices and more benefits to citizens (van Mierlo, 2002; Zampetakis & Moustakis, 2007).

However, entrepreneurial government is only one of a number of public sector reform movements introduced over the past thirty years, and arguably the least successful. In the Australian public sector environment, new public management and public value management have dominated public management reform (Llewellyn & Jones, 2003; O'Flynn, 2007). Importantly, although entrepreneurial government has not had the level of impact of the two dominant reforms, public entrepreneurship does align with the underlying principles of each of those movements (Meynhardt & Diefenbach, 2012). For this reason, although interest in entrepreneurial government has diminished since the 2000s, public entrepreneurship retains relevancy as a tool within these two dominant paradigms.

Under the new public management paradigm, public entrepreneurship is a means to deliver efficient performance (Stoker, 2006). New public management is based on the belief that the private sector is more efficient than the public sector, including the two key features of marketization and managerialism (O'Flynn, 2007). According to Meynhardt and Diefenbach (2012, p. 5), new public management "explicitly calls for entrepreneurship". A number of other scholars (Bartlett & Dibben, 2002; Edwards, Jones, Lawton, & Llewellyn, 2002; Meynhardt & Diefenbach, 2012; Stoker, 2006) support the notion that entrepreneurship is located within new public management

principles furthering the argument by contending that new public management draws upon the “language, rhetoric and symbolism of entrepreneurship” (Llewellyn, Lewis, & Woods, 2007, p. 254). For example, entrepreneurship has been referred to within new public management as a way to improve performance and transform public services (Bellone & Goerl, 1992). Also, the focus from new public management on the proactive manager supports the principles of entrepreneurship (Meynhardt & Diefenbach, 2012; Stoker, 2006), as does the emphasis on the public manager owning resources and generating new resources (Currie, Humphreys, Ucbasaran, & McManus, 2008) as well as new public management’s role in stimulating public innovation (Hartley et al., 2013).

Under the public value management paradigm, public entrepreneurship is a mechanism for increasing value to the public (Matthews, 2014; Meynhardt & Metelmann, 2009). Public value management has a broad vision to reshape public organisations through improving public management practice (Williams & Shearer, 2011) by replacing the narrow economic justification in which decisions have been evaluated and made, with a broader governance philosophy and wider notion of benefits (Smith, 2004; Williams & Shearer, 2011). Entrepreneurial management is argued to be at the heart of the public value management framework (Meynhardt & Diefenbach, 2012). This argument is aligned with the view that public entrepreneurship is one of the approaches that enables the provision of greater value to the public (Meynhardt & Metelmann, 2009). At the individual level, the public value manager is proposed as one that demonstrates ingenuity, expertise, proactivity, creativity and autonomy culminating in entrepreneurial behaviour (Moore, 1995; Williams & Shearer, 2011). The public manager is also required to engage with stakeholders and proactively seek out challenges and opportunities in response to public sector problems (Meynhardt & Diefenbach, 2012). These are all attitudes and behaviours aligned with public entrepreneurship (Meynhardt & Diefenbach, 2012).

At this point, the credentials of public entrepreneurship as a management tool for meeting public sector challenges have been established. In addition, the legitimacy of public entrepreneurship within the dominant public management paradigms has been

established. The extent of acceptance and application of public entrepreneurship in practice is now reviewed.

1.2.4 Impediments to public entrepreneurship

Entrepreneurship was argued to be a valid approach in the public sector context as far back as the 1980s with Drucker (1985, p. 187) proclaiming it may be “the foremost political task of this generation”. Scholarly attention increased over the following decade (Bellone & Goerl, 1992; Currie et al., 2008; Moon, 1999; Morris & Jones, 1999; Osborne & Gaebler, 1992) with interest from practitioners in the public sectors in Australia, Greece, New Zealand, United Kingdom and the United States, all demonstrating examples of implementing entrepreneurial approaches (Osborne, Radnor, Kinder, & Vidal, 2014; Zampetakis & Moustakis, 2007). However, scholarly interest in public entrepreneurship peaked with the entrepreneurial government movement in the 1990s, and at this present time, empirical research significantly lags behind the corresponding research topic, corporate entrepreneurship, in the private sector context (Kim, 2010b).

With this in mind, it is not surprising that even though discussions on public entrepreneurship began back in the 1980s (Drucker, 1985) public entrepreneurship as a discipline is still considered to be in its early stages (Ferlie, Hartley, & Martin, 2003; Kearney et al., 2010; Lewandowski & Kożuch, 2017; Zerbinati & Souitaris, 2005) and has received little attention in order to build in maturity (Meynhardt & Diefenbach, 2012; Zampetakis & Moustakis, 2007; Yeazdanshenas, 2014). There is no clear consensus on the meaning of public entrepreneurship nor its implications to theory and practice (Kim, 2011). There is limited research (Kearney et al., 2010; Westrup, 2013; Yeazdanshenas, 2014) with empirical studies lacking (Bartlett & Dibben, 2002; Meynhardt & Diefenbach, 2012; Sundin & Tillmar, 2008) and shortage of rigorous theory testing (Morris & Jones, 1999; Zerbinati & Souitaris, 2005). Many of the earlier major studies were conceptual in nature (Bellone & Goerl, 1992; Kearney et al., 2008) and there is an absence of formal theory to account for public entrepreneurship (Kearney et al., 2010; Zampetakis & Moustakis, 2007). According to Kim (2011, p. 48) “the themes of public entrepreneurship are still not precisely understood at the

organizational level”. Scholars claim that more contributions to theory and practice are needed in order to provide the theoretical foundations required to increase the rigor and practical relevance (Kearney, Hisrich, & Roche, 2007; Klein, Mahoney, Lewandowski & Kozuch, 2017; McGahan, & Pitelis, 2010).

Considering that the benefits of public entrepreneurship have been discussed and established over the past thirty years, and that the dominant public management paradigms in practice in the Australian Government context are in alignment with public entrepreneurship, the question arises, why isn’t public entrepreneurship more widely established, both in practice and in academia?

There are challenges to the implementation and use of public entrepreneurship (Lewandowski & Kozuch, 2017; Leyden, 2016), and according to Peirce and Kruger (1993), the public sector has more challenging problems than the private sector which impacts on its ability to act entrepreneurially. The bureaucratic and hierarchical qualities of public sector organisations tend to limit entrepreneurial activities (Bernier & Hafsi, 2007; Kirby, 2006; McFadden, 2013; Yeazdanshenas, 2014). The lack of interaction between the bounded and hierarchical parts of the organisation can impact on innovation, creativity and opportunity exploitation (Leyden, 2016; Stough & Haynes, 2008). Change is seen as a negative force, reaction to change is incremental at best and the development of alternate ways of doing things is slow (Kirby, 2006; Leadbeater & Goss, 1998; Stough & Haynes, 2008). Problem solving is biased towards replicating approaches that worked in the past, rather than exploring new approaches to the current situation, keeping the public service in an inertia (Stough & Haynes, 2008). The focus on efficiency does not allow for risk taking, experimentation, development of new ideas, exploitation of opportunities or autonomy of action for staff at the coal face (Kirby, 2006; Leadbeater & Goss, 1998; Stough & Haynes, 2008). Finally, critics have argued that the public sector is too resistant to change, too risk averse, too conservative, too bureaucratic and has too many legal restrictions to act entrepreneurially (Alves, 2013; Ritchie, 2014; Sadler, 2000).

On the other hand, supporters contend that public entrepreneurship is “realistic and feasible” but place a few caveats that will affect its success (Kearney et al., 2008, p. 310). After their detailed review of public entrepreneurship literature, Kearney, et al. (2008) argued that in order to best integrate entrepreneurial behaviour into the public sector, there needs to be top management support and commitment, reward systems that support this behaviour, low formalisation, decision making that is both flexible and decentralised and finally, a culture that encourages proactivity and facilitates moderate risk taking. This is supported by the recent work of Leyden (2016) naming lack of competition, the need for openness, constrained ability to act, intolerance of failure, difficulty of perceiving demand and the problem of institutional size as the key challenges to creating an entrepreneurial public sector. This line of thought is also maintained through the private sector literature with Kuratko et al. (2005, p. 277) contributing that entrepreneurial actions “do not occur in a vacuum”. Instead, a suitable internal environment that nurtures these actions is required (Atienza, 2015; Boon, Van der Klink, & Janssen, 2013). Finally, Antoncic and Hisrich (2004) further maintain that a specific set of organisational antecedents are required to produce the desired employee entrepreneurial actions.

To summarise, supporters of public entrepreneurship contend that if the public sector could change, in the variety of ways described by Kearney et al. (2008), public entrepreneurship would flourish. However, what if these characteristics of the public sector are intrinsic to its operation? What if these characteristics will never go away, or at the very least, take decades of effort to address? Moreover, considering that public entrepreneurship has been researched for over thirty years, and essentially the same constraints still exist, the direct pursuit of public entrepreneurship appears futile. The key question for this study then becomes, how can the benefits of public entrepreneurship be achieved today, within the documented constraints and environmental characteristics of the public sector?

1.2.5 Public intrapreneurship

Employees in the public sector are best placed to develop ideas and enact innovations due to their knowledge of organisational operations and services (Park, Kim, &

Krishna, 2014). Their involvement in planning and decision making relating to innovative activities is necessary in the modern public sector organisation (Letsie, Van Der Merwe, & Botha, 2014; Morris, 2007). It follows that there is clearly an opportunity to make better use of employee ‘entrepreneurial talent’ (Azami, 2013; Parker, 2011; Veenker, van der Sijde, During, & Nijhof, 2008).

Taking this into consideration, this study argues for intrapreneurship as the answer to achieving the established benefits of public entrepreneurship. Intrapreneurship refers to individual employee attitudes and behaviours that are innovative, proactive and risk taking (de Jong, Parker, Wennekers, & Wu, 2011). The process of intrapreneurship is observed through the ‘bottom-up’ voluntary, spontaneous, informal and autonomous strategic actions (Amo, 2010; Bosma, Stam, & Wennekers, 2010; Rigtering & Weitzel, 2013) of individual employees to explore and exploit opportunities for performance improvement and value creation (de Jong et al., 2011; Gapp & Fisher, 2007; Moriano, Molero, Topa, & Lévy Mangin, 2014). In contradiction to the process of public entrepreneurship, intrapreneurship does not require management endorsed strategies to enact it (Burgelman, 1984). It is the choice of each employee to act intrapreneurially (Rigtering & Weitzel, 2013; Seshadri & Tripathy, 2006).

Considering the difficulties raised in implementing formal entrepreneurship strategies in the public sector, the private sector literature (Antoncic & Antoncic, 2011; Dess et al., 2003; Kuratko & Audretsch, 2013; Zahra, 1991) demonstrates that intrapreneurship has the potential to enable the benefits of entrepreneurship through a different pathway (Antoncic & Hisrich, 2001; Bosma, Stam, & Wennekers, 2011; Burgelman, 1983a; de Jong et al., 2011; Dovey & McCabe, 2014). Corporate intrapreneurship has been experiencing a phase of revival over the past decade, after many years of limited scholarship (de Jong et al., 2011; Dovey & McCabe, 2014; Park et al., 2014; Selig, Stettina, & Baltes, 2016). This has led to intrapreneurship breaking away as a sub-field of corporate entrepreneurship, clearly demarcating the literature (Bosma, Stam, & Wennekers, 2012; de Jong et al., 2011) and demonstrates an increasing interest in the field (Blanka, 2018; Wiethe-Körprich, Weber, Bley, & Kreuzer, 2017).

There are many benefits of intrapreneurship to organisations which has created interest in the field from both scholars and practitioners (Wiethe-Körprich et al., 2017). Employee intrapreneurial actions have beneficial effects on organisational performance and are critical to the future advancement of the organisation (Antoncic & Hisrich, 2001; Burgelman, 1983a; de Jong et al., 2011; Dovey & McCabe, 2014; Veenker et al., 2008). In line with corporate entrepreneurship's outcomes of business venturing and strategic entrepreneurship, organisations are more innovative, competitive and successful as a result of employee intrapreneurial behaviour (Park et al., 2014; Parker, 2011; Veenker et al., 2008). Intrapreneurship addresses the problem of outdated business models in organisations through the creative energy of employees (Amo, 2010; Atienza, 2015; Gapp & Fisher, 2007). Also, the opportunities identified by intrapreneurs often involve areas of improvements or adding value to existing processes, products and services as part of the employee's day to day operations and task delivery (Miron & Hudson, 2014; Park et al., 2014). In addition, getting things done in an intrapreneurial way such as how daily work tasks are organised, how colleagues are coordinated with and how workplace challenges are met (Mair, 2005). Intrapreneurship has also been shown to result in positive individual performance (Bosma et al., 2010, 2012; de Jong & Wennekers, 2008) leading to an increased performance of the intrapreneur's organisation (Bosma et al., 2012, 2010; Edu Valsania, Moriano, & Molero, 2016).

However, intrapreneurship in the public sector is virtually an unknown phenomenon in the scholarly research (Boon et al., 2013). Although some knowledge of public intrapreneurship may be gleaned from intrapreneurship research in private sector studies, many scholars warn of the limits to transferability between sectors (Kim, 2010b; Meynhardt & Diefenbach, 2012; Moon, 1999). Individual level studies in the public entrepreneurship literature have been based on middle and top managers, not frontline staff (Zampetakis & Moustakis, 2007). While some research has examined successful public entrepreneurs (Boyett, 1997; Ramamurti, 1986; Zerbinati & Souitaris, 2005), public intrapreneurs, and the presence of their autonomous strategic behaviour, is ambiguous. Consequently, scholars have called for research into the

micro level actions of individual employees in the public sector attempting to exploit opportunities (Meynhardt & Diefenbach, 2012; Sundin & Tillmar, 2008).

Considering the significant impact that public entrepreneurship has in addressing public sector challenges, it is critical that public intrapreneurship, as a potential alternate pathway to those benefits, is better understood.

1.3 The present study

1.3.1 Research problem

The public sector is under pressure to be responsive to increasing and rapidly changing public demands, to improve effectiveness and to achieve more results at a higher standard with fewer resources. Public entrepreneurship has been established as a mechanism for improving public sector performance. However, research has been underway into public entrepreneurship since the 1980s and during this time it has neither been widely established as a management practice, nor built maturity as a scholarly discipline. There are numerous obstacles and challenges to implementing public entrepreneurship in a strategic, management led manner, with the required innovation oriented culture, supportive reward systems, flexible structures and decentralised decision making processes.

Considering that these challenges will likely continue for the foreseeable future and may never disappear entirely, bearing in mind that these challenges have largely remained the same for the past thirty years, it highlights the difficulty in how to achieve public entrepreneurship within these constraints and environmental characteristics. Taking this into consideration, there is an argument for intrapreneurship as the answer to achieving the benefits of public entrepreneurship. Intrapreneurship in the private sector context has been shown to have beneficial effects on organisational performance and positively contribute to organisations evolving and thriving (Antoncic & Hisrich, 2001; Burgelman, 1983a; de Jong et al., 2011; Dovey & McCabe, 2014; Veenker et al., 2008).

Intrapreneurship refers to individual employee attitudes and behaviours that are innovative, proactive and risk taking (de Jong et al., 2011). It involves employees voluntarily, and autonomously, pushing their innovative initiatives 'bottom-up' (Amo, 2010; Bosma, Stam, & Wennekers, 2010; Rigtering & Weitzel, 2013). These intrapreneurs take the necessary risks to overcome the challenges of public sector organisational characteristics that do not support entrepreneurial actions (Rigtering & Weitzel, 2013; Zampetakis & Moustakis, 2010).

For practitioners, managers, educators and policy makers to confidently direct resources and strategies towards enabling effective public intrapreneurship, the actions and views of public sector employees acting intrapreneurially to achieve organisational performance improvement needs to be understood. Exploring the lived experience of public intrapreneurs is a key step to building an understanding of how public intrapreneurship works. This 'intrapreneurial experience' includes exploring the risks, obstacles and challenges faced by intrapreneurs, the personal benefits and costs experienced by intrapreneurs as well as the attitude and behaviours required by intrapreneurs for success. Considering that intrapreneurship in the public sector is not well understood, this study responds to the calls for both more research into intrapreneurs and intrapreneurship as well as more research into the practise of intrapreneurship in the public sector.

1.3.2 Research setting: South Australian Public Sector

Australia is a federation with powers divided between two levels of government, the national level of government entitled the Commonwealth, and the state level of government, simply referred to as State Government (Fenna, 2014). There are six state governments in Australia including the State Government of South Australia, the setting for this thesis (Fenna, 2014). The State Government of South Australia governs a population of approximately 1 700 000 people located in the southern central part of Australia (Australian Bureau of Statistics, 2017).

The public sector is needed by government to implement programs and policies and to deliver public services (Fenna, 2014). In the South Australian context, this is further

articulated in the *Public Sector Act 2009* (SA) which governs the operations of the South Australian public sector workforce. As at March 2018, the South Australian public sector consisted of sixty-four individual agencies (with more than ten employees), including twenty-two major departments. Functions performed by the South Australian public sector are wide ranging including health, education, justice, environment, state development, arts, social services and many others. As at 30 June 2017, there was a total of 106 118 people employed by the South Australian public sector. Of the employees in the general government sector agencies, 42% were police, doctors, nurses and teachers, 31% were in other frontline or direct support roles, including fire fighters, ambulance officers, allied health professionals, school services officers, and disability workers and 27% were employed in policy or administrative roles (South Australian Office for the Public Sector [OPS], 2017b).

For simplicity and clarity of terminology, public sector departments and agencies will be referred to as ‘organisations’ in this study.

There have been a number of attempts to reform the South Australian public sector over recent decades (Business SA, 2007). Although the Government of South Australia does not have an official policy regarding public entrepreneurship, according to the South Australian Office for the Public Sector (2017a) innovation, flexibility and diversity are acknowledged as important characteristics in a thriving, high performing public sector and the Office aims to foster a culture of ongoing continuous improvement in the Sector. When reviewing the annual reports and other public material of the Office, initiatives to support these principles can be demonstrated such as Change@SouthAustralia which takes a ninety-day project method to devise and implement innovative solutions to complex problems with a focus on delivering public value (OPS, 2017a), Working Together: Joined up Policy, which is an approach for policy makers to work together, across organisational boundaries, to deliver better policy and service outcomes to the public (OPS, 2016), and the implementation of the Public Value Framework, based on the work of Moore (1995), which is used as a method of approaching policy problems, analysing potential initiatives and justifying

expenditure of public funds (South Australian Department of the Premier and Cabinet, 2017).

It is within this context that the South Australian public sector is used as the research setting for exploring intrapreneurship and the intrapreneurial experience.

1.3.3 Personal interest in the topic

As a public servant with twenty years of experience in the South Australian Public Sector, I have been intrigued by the behaviour of some of my colleagues, directed towards contributing their best efforts to meet the needs of the community and their organisation through new or improved services, policies or practices, while working in an environment that strongly resists any changes to the ways things have always been done. My personal assessment was that this behaviour was more than just demonstrating personal initiative, or behaving like a good corporate citizen or providing 'frank and fearless advice'. The behaviour involved putting personal time and effort into new initiatives that not only were not requested to be done, but were often outright unwanted by the formal leadership on the organisation.

Of even greater interest to me was my personal observation that this behaviour was not contained to certain levels of employees, such as frontline, management or executive nor contained to any particular type of work, such as central office, field workers or the core professions like teaching, nursing or policing. Moreover, I found it confusing that public officers in formal leadership roles exhibited this behaviour, even though I would have assumed they had the level of mandate required to instigate new or improved services, policies or practices through their formal job role.

Although I was confident about what this behaviour was not, I was unsure of what this behaviour was. My review of the literature eventually led to matching the characteristics I had observed with the concept of employee level intrapreneurship. However, although this concept seemed to match the behaviour, the empirical research I read did not ring true my observations of the individual intrapreneur regarding factors such as motivation, risk and reward as well as the types of activities required when

practising intrapreneurship. The research I read was set in the private sector, as that was the only research available, which understandably led me to question what the experience is like for intrapreneurs in the public sector.

I have a number of personal motivations for undertaking this study. Firstly, to identify and articulate the actions, tactics, mindsets and personal characteristics of successful public intrapreneurs in order to increase the overall success of the practice, leading to greater benefits to the community and public organisations. Secondly, to make the practise of public intrapreneurship easier and more frequent by exploring and presenting the experience of public intrapreneurship, in order to increase awareness, and consequently, acceptance of the practice. Thirdly, to reduce the personal struggles and other negative consequences public intrapreneurs can experience, contributing to better employee wellbeing. Finally, to establish public intrapreneurship as a distinct public sector workplace practise carried out by public sector employees.

1.3.4 Research questions

The central research question that this study aims to answer is, *how do public sector employees think about and experience acting intrapreneurially?* There are four guiding questions that will shape this study, these are:

1. How is the practise of intrapreneurship carried out in the public sector?
2. How do public sector intrapreneurs overcome obstacles and respond to challenges?
3. How do public sector intrapreneurs take risks and experience the personal consequences, benefits and costs of acting intrapreneurially?
4. How do public sector intrapreneurs benefit and impact the public sector?

1.3.5 Research objectives

The purpose of this study was to attain an in-depth understanding of the phenomenon, intrapreneurship, as experienced by intrapreneurs in the public sector. It further sought to identify the practice of public intrapreneurship as well as develop an understanding of intrapreneurial risk taking and the personal consequences, costs and benefits of acting intrapreneurially in the public sector. This includes developing an appreciation for how public intrapreneurs overcome obstacles and respond to challenges.

In addition, the intent of this study was to provide new insights into an emerging model of public intrapreneurship, and its contributions to public sector reform, innovation and improving government performance, with the scope to impact on all tiers of government and across nations. The findings from this study can be used by public intrapreneurs to enhance their own intrapreneurial practice and by public sector leaders, educators and policy makers, to confidently direct resources and strategies towards enabling effective public intrapreneurship and supporting public intrapreneurs. In addition, the findings of this study provide a foundation for future research projects on public intrapreneurship and public intrapreneurs.

1.3.6 Research approach

To explore how employees in the public sector experience acting intrapreneurially, this study used interpretative phenomenological analysis, a qualitative phenomenological research approach. Purposive sampling was used to recruit twelve participants from the South Australian public sector. Data was collected using in-depth interviewing between September 2016 and March 2017.

Considering the scarcity of research, and lack of scholarly knowledge of public intrapreneurship, a qualitative research approach was desirable. Aligned with the research objectives of this study, phenomenology is used for problems that require an understanding of the experiences of a lived phenomenon of many individuals through studying a number of individuals who have shared that experience. Moreover, interpretative phenomenological analysis provided the most suitable approach, with its

growth in application in organisational studies, prior use in entrepreneurship research, alignment with insider research and founding in the principle of co-construction of the participant's experience between the researcher and the participant. This is discussed further in Chapter Three.

1.4 Chapter summary and thesis overview

This chapter introduced the research topic and provided the context, research problem, justification and significance of the study, the study setting, the research questions and objectives along with the rationale of the approach taken to achieve them.

The literature review is presented in Chapter Two, providing the background to this present study. The chapter is presented in three sections. Firstly, locating and defining intrapreneurship within the existing body of knowledge of the relevant research fields of entrepreneurship, corporate entrepreneurship, intrapreneurship and public entrepreneurship and building a definition of public intrapreneurship for this study. Secondly, building a theoretical foundation for intrapreneurship incorporating intrapreneurial behaviour, orientation, strategy, process and activities. Thirdly, a discussion on the intrapreneur's experience is presented including intrapreneurial risk taking, personal consequences, costs and benefits, overcoming obstacles, responding to challenges and resilience. The gaps in the literature are then summarised in order to establish the need for this present study.

The methodology and research design are presented in Chapter Three. It outlines and provides a rationale for the qualitative research approach, use of phenomenology and in particular, use of interpretative phenomenology analysis, as well as discussing the implications of insider research. The chapter guides the reader through the steps involved in participant recruitment, data collection, data analysis, ethical considerations and issues of validity, quality, transferability as well as study limitations.

The study findings are presented in Chapter Four. The findings are presented as themes as well as intrapreneurial archetypes that have been developed to represent each theme.

Three major themes are presented, firstly, seeking impact and improvement, secondly, generating freedom and taking action and thirdly, responding to challenges. Both themes and archetypes are supported by excerpts from the participant stories. A model of the practise of acting intrapreneurially in the public sector is presented. Then, fictitious narratives are provided to exemplify this practice.

The discussion is presented in Chapter Five. Based on the study findings, a conceptual framework for public intrapreneurship is proposed, incorporating all elements of the public intrapreneur's experience set within the context of previous intrapreneurship research. This brings together public intrapreneurship theory, activities, archetypes and consequences. Each element of the conceptual framework is discussed in turn and scholarly contributions and implications for practices are highlighted.

The conclusions and recommendations are presented in Chapter Six. This provides the key contributions to the field of intrapreneurship and recommendations for future research. Also, this chapter presents the key contributions for practitioners as well as recommendations for practitioners, educators, policy makers and public sector leaders.

2 LITERATURE REVIEW

2.1 Introduction

The present study explores the lived experience of public intrapreneurs to provide insights into an alternative mechanism for achieving the benefits of public entrepreneurship. However, the theoretical foundations of public intrapreneurship and public entrepreneurship, originate from the corporate entrepreneurship and corporate intrapreneurship literature. For this reason, to properly locate this study in the existing body of knowledge, the context and definitions within the fields of entrepreneurship, corporate entrepreneurship, public entrepreneurship and corporate intrapreneurship must first be reviewed.

Following this, the theoretical framework for this study is presented encompassing intrapreneurial behaviour, intrapreneurial orientation, intrapreneurial strategy and intrapreneurial process and activities. Next, a summary of the literature on the intrapreneur's experience is presented, to provide the needed context for the study findings. This encompasses intrapreneurial risk taking, the personal consequences of acting intrapreneurially as well as overcoming obstacles, responding to challenges and engaging resilience. Finally, the gaps in the literature are then summarised in order to demonstrate the need for this study on public intrapreneurship.

2.2 Locating and defining public intrapreneurship

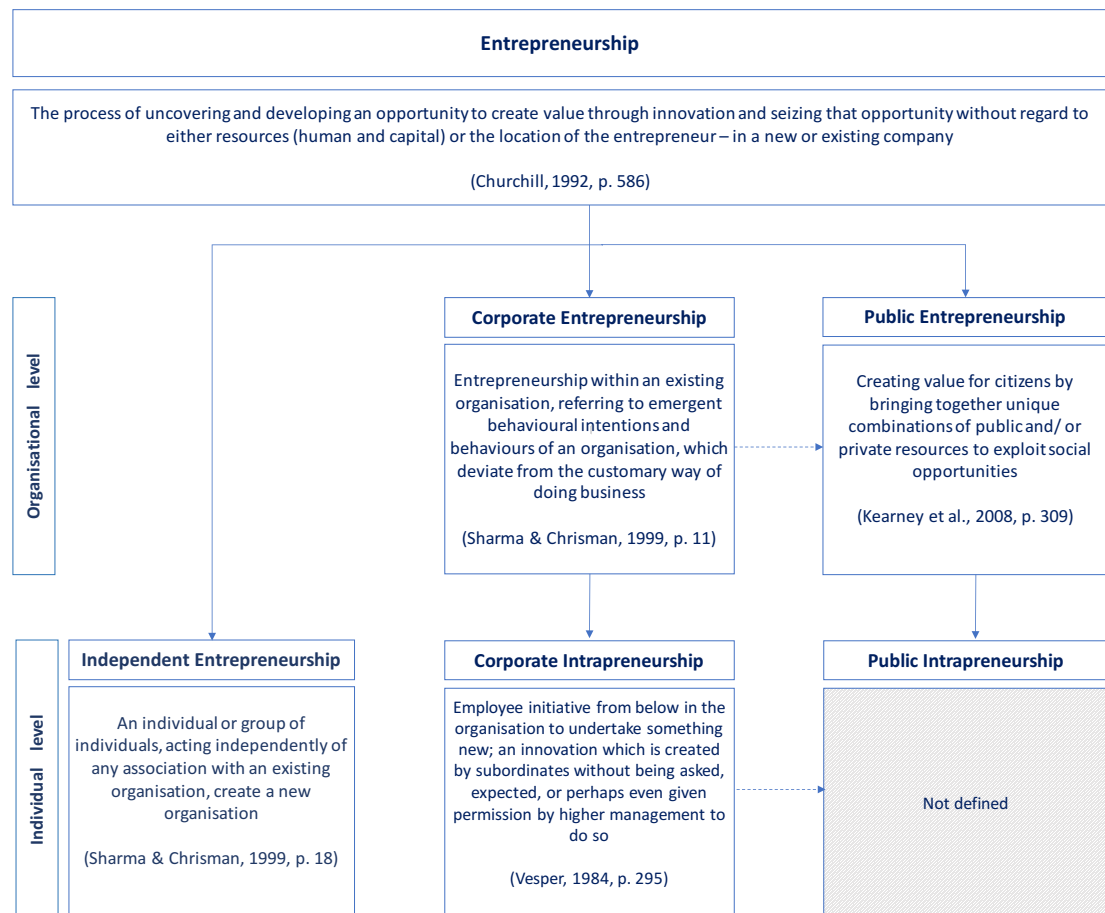
2.2.1 Introduction

Public intrapreneurship is found in the internal administration of public sector organisations (van Mierlo, 2002; Westrup, 2013). While empirical research on intrapreneurship is generally scarce (Blanka, 2018; Duxbury & Murphy, 2009; Wiethe-Körprich et al., 2017), in particular, research on intrapreneurship in public organisations “is almost non-existent” (Boon et al., 2013, p. 212). It is not surprising then that a definition of public intrapreneurship has not yet been established.

Consequently, to build an understanding of public intrapreneurship, the theoretical foundations must be examined. Public intrapreneurship is founded from both the

private sector intrapreneurship and the public entrepreneurship fields of research. In turn, private sector intrapreneurship as well as public entrepreneurship are founded from the corporate entrepreneurship literature, all of which originates from the discipline of entrepreneurship. Figure 2.1 below provides a diagram of the literature and key definitions locating the present study within the relevant existing body of knowledge. The diagram also calls attention to the lack of definition for public intrapreneurship, demonstrating the field is still in its infancy. A brief overview of each field of research will be provided in order to build a definition of public intrapreneurship to be applied in this study.

Figure 2-1: location of public intrapreneurship in the existing literature and key definitions



2.2.2 Entrepreneurship

The term entrepreneurship, in everyday use, is generally associated with an individual person creating a new organisation. However, from a scholarly perspective, independent entrepreneurship is only one of the many subcategories of entrepreneurship (Gündoğdu, 2012; Sharma & Chrisman, 1999). Entrepreneurship is a universal construct (Morris, 1998) which can take place in any location such as an existing or new organisation, or any sector, such as private, public or community (Kearney et al., 2008). For the purposes of this study, the term entrepreneurship will be used as the principal label to cover all research that involves “the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources (human and capital) or the location of the entrepreneur – in a new or existing company” (Churchill, 1992, p. 586). As an academic discipline, entrepreneurship is moving towards maturity (Sánchez & Gutiérrez, 2011).

The economic foundations of entrepreneurship provide the theoretical framework for much of the intrapreneurship literature, including the constructs of intrapreneurial behaviour and intrapreneurial orientation, discussed later in this chapter. These foundations have been built from three schools of thought that have developed over the past century (Hébert & Link, 1989). First, the German school, based on Schumpeter (1911/1934) focuses on innovation and characterises the entrepreneur as innovator and exploiter (Audretsch, 2003; Langlois, 2007; Ripsas, 1998). Next, the Chicago school, based on Knight (1921/2006), has uncertainty and risk as its central theme and characterises the entrepreneur as uncertainty-bearer, evaluating and exercising judgment (Audretsch, 2003; Langlois, 2007; Ripsas, 1998). Finally, the Austrian school, based on Kirzner (1979), focuses on the entrepreneur as a discoverer of new opportunities, which characterises the entrepreneur as alert discoverer (George, Parida, Lahti, & Wincent, 2016; Hitt, Ireland, Camp, & Sexton, 2001; Langlois, 2007; Ripsas, 1998).

The table below provides a chronological summary of the major contributions to the entrepreneurship literature relevant to this study.

Table 2-1: chronological summary of major contributions to the entrepreneurship literature

Theme	Author / Year	Definition / Contribution
The German School	Schumpeter (1911/2008)	Innovation as a dimension of entrepreneurship - characterising the entrepreneur as innovator and exploiter
The Chicago School	Knight (1921/2006)	Uncertainty and risk as a dimension of entrepreneurship - characterising the entrepreneur as uncertainty-bearer, evaluating and exercising judgment
The Austrian School	Kirzner (1979)	Discovery of new opportunities as a dimension of the entrepreneur - characterising the entrepreneur as alert discoverer
The Psychological Characteristics School	Lachman (1980)	Entrepreneurs have unique values, attitudes and needs which drive them
The Behavioural School	Gartner (1988)	Focus on what individuals do to enable organisations to come into existence
The Great Person School	Cunningham & Lischeron (1991)	The entrepreneur has an intuitive ability and traits and instincts he/she was born with
The Process School	Shane & Venkataraman (2000)	The process of discovery, evaluation and exploitation of opportunities

2.2.3 Corporate entrepreneurship

Corporate entrepreneurship is the dominant term used to describe entrepreneurial efforts that occur within established private sector organisations (Heinonen & Korvela, 2003; Sharma & Chrisman, 1999). The phenomenon of corporate entrepreneurship refers to an organisation's attitudes and behaviours which are induced through the organisation's intentional strategies to increase the level of entrepreneurial attitude and behaviours of its employees, mainly through strategies carried out by various levels of management (Amo, 2010; Kuratko, Ireland, & Hornsby, 2004). For this reason, corporate entrepreneurship is best conceived as a 'top-down' strategy (Blanka, 2018; Kuratko et al., 2004; Rigtering & Weitzel, 2013) exploiting opportunities using internal resources (Maier & Pop Zenovia, 2011), doing new things and deviating from the usual way of working, such as innovating in a wide variety of ways from organisational redesign, improved services and procedures (Antoncic & Hisrich,

2003), and from minor changes to transformational changes such as new venture creation (Covin & Miles, 1999; Heinonen & Korvela, 2003).

However, confusingly, the terms corporate entrepreneurship and intrapreneurship have been used interchangeably (Rigtering & Weitzel, 2013). Intrapreneurship, the topic of the next section, can be conceived as the reverse of corporate entrepreneurship. Intrapreneurship is the study of the intrapreneurial attitudes and behaviours of individual employees (Blanka, 2018; de Jong et al., 2011; Wiethe-Körprich et al., 2017) demonstrated through ‘bottom-up’ spontaneous, informal and autonomous strategic actions (Amo, 2010; Bosma et al., 2010; Rigtering & Weitzel, 2013). For this reason, intrapreneurship is best understood as a distinct, but linked, phenomenon and as a sub-field of the corporate entrepreneurship literature (Amo, 2010; Blanka, 2018; Bosma et al., 2012; de Jong & Wennekers, 2008; Sinha & Srivastava, 2013).

Corporate entrepreneurship research is focused on organisation level corporate entrepreneurial processes, behaviours and attitudes in cases where the organisation is requesting an innovative contribution from the employee (Amo, 2010; Blanka, 2018; Wiethe-Körprich et al., 2017; Zampetakis & Moustakis, 2007). When individual level studies have been undertaken, the focus has been the top, middle or operating level manager (Kuratko et al., 2004). However, as established in Chapter One, the focus of this study is the individual employee, outside of their managerial status, which is covered in the next section on corporate intrapreneurship.

The table below provides a chronological summary of the major contributions to the corporate entrepreneurship literature relevant to this study.

Table 2-2: chronological summary of major contributions to the corporate entrepreneurship literature

Theme	Author / Year	Definition / Contribution
Dimensions of Entrepreneurial Orientation	Miller (1983)	Requisite for an organisation to be determined as entrepreneurial, namely, innovativeness, proactiveness and risk taking
Extended dimensions of Entrepreneurial Orientation	Lumpkin & Dess (1996)	Extension of Miller's (1983) model of dimensions of entrepreneurial orientation to also include the variables of autonomy and competitive aggressiveness
Strategic Entrepreneurship	Covin & Miles (1999)	Linking corporate entrepreneurship and organisational performance through the conceptualisation of five types of performance improving organisational outcomes: strategic renewal, sustained regeneration, domain redefinition, organisational rejuvenation, and business model reconstruction
Corporate Entrepreneurship Strategy - Definition	Ireland et al. (2009, p. 21)	"a vision-directed, organization-wide reliance on entrepreneurial behaviour that purposefully and continuously rejuvenates the organisation and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunity"
Process model of Corporate Entrepreneurship	Kuratko (2010)	Demonstrating external factors that set the agenda for corporate entrepreneurship, antecedents that lead to entrepreneurial orientation and behaviours which are carried out by various levels of management and consequences of organisational performance improvement as well as other managerial outcomes
Corporate Entrepreneurship as a process - Definition	de Jong et al. (2011, p. 5)	"a firm-level and top-down process that business owners and general managers can engage in to foster new ventures, innovations and strategic renewal"
Entrepreneurial Orientation - Definition	Anderson et al. (2015, p. 1580)	"observed entrepreneurial behaviours and a managerial inclination at the strategic decision-making level favouring actions with uncertain outcomes"

2.2.4 Corporate intrapreneurship

Intrapreneurship is the study of the entrepreneurial attitudes and behaviours of individual employees (Blanka, 2018; de Jong et al., 2011; Wiethe-Körprich et al., 2017) demonstrated through 'bottom-up' spontaneous, informal and autonomous

strategic actions (Amo, 2010; Bosma et al., 2010; Rigtering & Weitzel, 2013). Intrapreneurs are self-appointed and tend to have first-hand experience, and work closely, with their innovative initiatives (Pinchot, 1985). Intrapreneurship can be conceived as the reverse of corporate entrepreneurship's 'top-down' intentional entrepreneurial strategies carried out by various levels of management (Blanka, 2018; Kuratko et al., 2004; Rigtering & Weitzel, 2013).

The term intrapreneurship has had many definitions over the years. It was originally coined by Pinchot (1985, p. ix) as shorthand for 'intra corporate entrepreneur' to describe "dreamers who do". Initially the term was used in reference to individual workers (Antoncic & Hisrich, 2003; Stevenson & Jarillo, 1990) with the intent of differentiating the many types of entrepreneurship that exists in organisations (Audretsch, 2003). However, the term soon became a descriptor for a wide range of entrepreneurial activities being undertaken inside the context of an existing organisation rather than just in reference to individual workers as originally intended (Christensen, 2004; Rigtering & Weitzel, 2013). This has led to confusion between the phenomenon of intrapreneurship and the phenomenon of corporate entrepreneurship (Rigtering & Weitzel, 2013). To add further confusion, other terms have been created to label what was once called intrapreneurship, including employee voluntary intrapreneurship (Park et al., 2014), entrepreneurial employees (Park et al., 2014), entreployee (Höge, 2011), proxy entrepreneurship (Foss, Foss, & Klein, 2007), occupational entrepreneuring (Courpasson, 2000), and entrepreneurial bricolage (Baker & Nelson, 2005).

It has only been within recent times that a number of scholars (de Jong et al., 2011; de Jong & Wennekers, 2008; Dovey & McCabe, 2014; Park et al., 2014; Selig et al., 2016) have re-established the label intrapreneurship to refer to a special type of employee level corporate entrepreneurship, leading to intrapreneurship breaking away as a sub-field of corporate entrepreneurship and providing a clearer demarcation in the literature (Amo, 2010; Blanka, 2018; Bosma et al., 2012; de Jong & Wennekers, 2008; Sinha & Srivastava, 2013). This has acknowledged the need to distinguish between the different frame conditions of employee level intrapreneurial behaviour and

management level entrepreneurial behaviour (Rigtering & Weitzel, 2013; Wiethe-Körprich et al., 2017). Considering this history, it is not surprising that the intrapreneurship research field is still considered to be young (Blanka, 2018; Wiethe-Körprich et al., 2017) with the last three decades of corporate entrepreneurship research dominated by organisation level studies (Antoncic & Hisrich, 2003; de Jong et al., 2011; Rigtering & Weitzel, 2013) and the ‘bottom-up’ approach of employees at all levels and duties participating in organisational innovation overlooked (Duxbury & Murphy, 2009; Park et al., 2014).

When defining intrapreneurship as an employee level phenomenon, definitions have been consistent (Blanka, 2018). Pinchot (1985, p. ix) defined intrapreneurs as “those who take hands-on responsibility for creating innovation of any kind within an organization; they may be the creators or inventors but are always the dreamers who figure out how to turn an idea into a profitable reality”. Stevenson and Jarillo (1990, p. 23) similarly defined intrapreneurship as “a process by which individuals ... inside organizations pursue opportunities independent of the resources they currently control”. More recently de Jong et al. (2011, p. 5) have defined intrapreneurship as a “bottom-up process marked by the initiation and implementation of activities by individual workers to explore and exploit business opportunities”. However, this study uses Vesper’s (1984, p. 295, in: Sharma & Chrisman, 1999) definition of intrapreneurship as an “employee initiative from below in the organization to undertake something new; an innovation which is created by subordinates without being asked, expected, or perhaps even given permission by higher management to do so”. This definition was chosen as it encompasses a broad description of the type of initiative, while clearly expressing the level as the individual employee and the nature of the behaviour as autonomous.

The table below provides a chronological summary of the major contributions to the intrapreneurship literature relevant to this study.

Table 2-3: chronological summary of major contributions to the intrapreneurship literature

Theme	Author / Year	Definition/ Contribution
Informal, autonomous strategic behaviour as intrapreneurship	Burgelman (1983)	Dimensions of strategic actions as formal strategic behaviour in line with the current organisation strategy (corporate entrepreneurship) or informal, autonomous strategic behaviour which attempts to redefine and broaden the scope of the approved business strategy (intrapreneurship)
Intrapreneurship - term	Pinchot (1985)	Coined the term as shorthand for 'intra corporate entrepreneur'
Intrapreneurs as Change Masters	Kanter (1990)	Intrapreneurs role in change and challenging the status quo in organisations
Proactive intrapreneurial behaviour	Kolveried & Amo (2002)	Proactive personality and strategies to explain intrapreneurial behaviour
Day to day intrapreneurship	Mair (2005)	Getting everyday things done in an entrepreneurial, innovative and unusual way
Intrapreneurial Orientation construct	Stewart (2009, p. 29)	"an individual employee's predisposition to accept entrepreneurial processes, practices, and decision-making as characterized by a preference for innovativeness, risk taking, and proactiveness"
Intrapreneurship Process	Belousova et al. (2010)	Demonstrating how intrapreneurial projects are developed through four phases of discovery, evaluation, legitimation and exploitation which includes employees at every level and role in the organisation
Intrapreneurial Behaviour construct	de Jong et al. (2011)	Employee behaviour where there is the simultaneous presence of innovativeness, proactiveness and risk taking
Personal Costs and Benefits of Employee Intrapreneurship	Gawke et al. (2017)	Beyond the organisational costs and benefits, acknowledging the costs and benefits of acting intrapreneurially to the intrapreneur

2.2.5 Public entrepreneurship

Corporate entrepreneurship has traditionally been associated with the private sector, and the pursuit of profit within private sector economies (Stough & Haynes, 2008). However, entrepreneurial acts of organisational creation, renewal, or innovation (Sharma & Chrisman, 1999) can take place in organisations of any size or type (Caruana et al., 2002; Chell, 2001). Consequently, entrepreneurship in organisations

is no longer seen as limited to the traditional profit generating models and sectors (Bruyat & Julien, 2001; Steyaert & Katz, 2004; Zampetakis & Moustakis, 2010). Public entrepreneurship is considered another major research stream that sits under the label of entrepreneurship with clear associations to corporate entrepreneurship (Kearney et al., 2008).

However, there is no widely accepted formalised model concerning public entrepreneurship (Cwiklicki, 2017; Karyotakis et al., 2015; Kearney et al., 2007). The dominant method that scholars have used to investigate public entrepreneurship is to compare it with private sector corporate entrepreneurship (Cwiklicki, 2017; Karyotakis et al., 2015; Kearney et al., 2009). This is not surprising considering that public entrepreneurship is analogous with the more established corporate entrepreneurship. Significantly, it demonstrates the theoretical roots of public entrepreneurship which takes from both the entrepreneurship literature and the corporate entrepreneurship literature (Cwiklicki, 2017). However, there are limitations to this approach and scholars have warned against the direct transfer of concepts between sectors (Kim, 2010b; Meynhardt & Diefenbach, 2012; Moon, 1999) considering the key distinctions between sectors such as the core mission (Austin, Stevenson, & Wei-Skillern, 2006), goals (Lunt, Exworthy, Hanefeld, & Smith, 2015), profit making orientation (Zampetakis & Moustakis, 2010), types of opportunities for innovation (Borins, 2014; Kearney et al., 2010), political setting (Meynhardt & Diefenbach, 2012), organisational structures and stakeholders (Lunt et al., 2015).

There are a range of terms that have been used in the literature to label entrepreneurship in the public sector. These include ‘managerial entrepreneurship’ (Moon, 1999), ‘public enterprise’ (Shirley & Nellis, 1991), ‘community entrepreneurship’ (Johannisson & Nilsson, 1989; Zerbinati & Souitaris, 2005), ‘educational entrepreneurs’ (Moskovitz & Lerner, 2009), ‘social entrepreneurship’ (Hjorth, 2013; Weerawardena & Mort, 2006), ‘public entrepreneurship’ (Llewellyn & Jones, 2003), ‘policy entrepreneurship’ (Oborn et al., 2011), ‘civic entrepreneurship’ (Leadbeater & Goss, 1998) and ‘political entrepreneurship’ (Oborn et al., 2011). However, a closer look reveals a number of these terms are referring to types of entrepreneurs in the

public arena rather than public entrepreneurship as a construct. For example, political entrepreneurs hold elected positions in government (Schneider, Teske, & Mintrom, 1995), managerial or executive entrepreneurs are senior managers in public organisations (Schneider et al., 1995), a policy entrepreneur may involve anyone influencing the government policy area, not necessarily employed within the public sector (Shockley et al., 2006), and bureaucratic entrepreneurs are public sector employees encompassing middle management, operating management as well as general employees (Schneider et al., 1995; Zampetakis & Moustakis, 2010).

In this study, the term public entrepreneurship is used to refer to all types of entrepreneurial actions undertaken within the public sector, as long as they are undertaken by public servants at the management level as directed by their organisational strategy. Also in this study, the definition provided by Kearney et al. (2008, p. 309) will be used, characterising public entrepreneurship as the “aim to create value for citizens by bringing together unique combinations of public and/ or private resources to exploit social opportunities...public managers are entrepreneurial in the way they take risks with an opportunistic bias toward action and consciously overcome bureaucratic and political obstacles their innovations face”. This definition allows for a variety of types of innovations or improvements as well as levels of impact. It also aligns with the comparable concept of corporate entrepreneurship in the private sector as it requires entrepreneurial endeavours to be strategically aligned evidenced through being performed by a manager.

The table below provides a chronological summary of the major contributions to the public entrepreneurship literature relevant to this study.

Table 2-4: chronological summary of major contributions to the public entrepreneurship literature

Theme	Author / Year	Definition/Contribution
Critique of Public Entrepreneurship	Terry (1993)	Disregard for traditions and sanctioning public managers to dominate and use power to force submission to their agenda
Leadership approach	Coined by Morris & Jones (1999)	Public entrepreneurship as a leadership and strategic management approach
Public sector reform approach	Coined by Morris & Jones, (1999)	Public entrepreneurship as a model of public sector administration reform
Model of Entrepreneurship in Public Sector organisations	Heinonen (2001)	Existence of opportunities, the recognition of opportunities, the exploitation of opportunities and trusting opportunities will lead to success, all of which are influenced by a range of factors categorised as environmental, organisational, success, performance and management behaviours
Model of Corporate Entrepreneurship in the Public Sector	Kearney et al. (2007)	Antecedents, dimensions and direct effects with an emphasis on better performance and the major outcome of entrepreneurial behaviour in the public sector
Public entrepreneurship conceptual relationship framework of entrepreneurial orientation dimensions	Kim (2010)	Explaining the effects of public sector structural, managerial, cultural and environmental characteristics on the public entrepreneurship entrepreneurial orientation of risk taking, innovativeness and proactiveness
Public Management paradigms aligned with Entrepreneurial Orientation	Meynhardt & Diefenbach (2012)	Demonstration that entrepreneurship is an essential component of both New Public Management and Public Value Management frameworks
Model of Public Sector Corporate Entrepreneurship Strategy	Kearney & Meynhardt (2016)	Conceptualises the relationships between the external and internal environment including the strategic vision, organisational conditions, entrepreneurial orientation and individual behaviours, with the outcomes including venturing, renewal and public value performance

2.2.6 Public intrapreneurship

Public intrapreneurship as a field of research has not yet been established. Zampetakis et al. (2007, p. 22) argue that it “remains unclear whether public entrepreneurship applies to the average employee or if it is confined to top management or if it extends

to the minority of organisational champions”. Individual level studies in the public entrepreneurship literature have been based, in the most part, on middle and top managers, not frontline employees (Zampetakis & Moustakis, 2007). The few empirical studies that examine intrapreneurship in the public sector context, have relied on private sector definitions of intrapreneurship (Letsie et al., 2014; Sundin & Tillmar, 2008; Uslu, Eryigit, & Çubuk, 2015). Some research has examined successful public entrepreneurs (Boyett, 1997; Ramamurti, 1986; Zerbinati & Souitaris, 2005). However, considering the potential presence of autonomous strategic behaviour as well as ambiguity of the organisational role of these so-called public entrepreneurs (Zampetakis & Moustakis, 2007), it seems likely that public intrapreneurs and public intrapreneurship may have been studied and labelled as public entrepreneurship.

Examination of these studies does uncover descriptions that align more closely with definitions of intrapreneurship, than public entrepreneurship. Firstly, Burgelman (1985, p. 595–6) stresses that public entrepreneurs can be found “deep in the organization” rather than at the top, “where their technical prowess and opportunistic alertness provide the basis for acting in radically new and strictly autonomous ways”. This aligns with intrapreneurship’s characteristics of opportunity exploiting, ‘bottom-up’ process and autonomous activity. Bellone and Goerl (1992, p. 131) define a public entrepreneur as comprising of four characteristics, “autonomy, a personal vision of the future, secrecy and risk taking [which] need to be reconciled with the fundamental democratic values of accountability, citizen participation, open policymaking processes, and concern for the long-term public good (stewardship)”. This combines the unique elements of the public sector as well as considering some of the intrapreneurship characteristics of personal vision for an organisation, autonomous action and risk taking. Another definition of public entrepreneurs is provided by Currie et al. (2008, p. 989) explaining that “entrepreneurial [public] leaders expand the goals, mandates, functions and power of their organisations in ways not foreseen by their political masters. They build coalitions that knot together public and private interests to take advantage of opportunities for entrepreneurship”. This definition infers an initial informal autonomous action on behalf of an individual employee, which is aligned with the definition of intrapreneurship. Bernier and Hafsi (2007, p. 489)

provide their definition of a public entrepreneur as an “entrepreneur who contributes to building a public organisation or increasing its ability to deliver services and create value” and declares “proactive, innovative behaviour and bold risk taking, to be the hallmarks of entrepreneurial individuals who have emerged from the public sector”. The dimensions of intrapreneurship are all present here. Finally, Zampetakis et al. (2007) provide the definition that a public entrepreneur is a “person working in the public sector setting, who possesses an ability to create an energetic working environment in the working place, and through a strategic vision for the organisation and a change orientation performs a set of activities and practices, aimed at providing quality services for the citizen”. This definition emphasises the individual’s strategic vision for the organisation, which can be aligned with the autonomous strategic actions of the intrapreneur to influence the organisation’s strategic directions through change and innovation.

Considering the little research available in public intrapreneurship, this study has reviewed the definitions inherited from the entrepreneurship, corporate entrepreneurship, public entrepreneurship and intrapreneurship literatures to establish a theoretical foundation for public intrapreneurship. This study has also reviewed the public entrepreneurship literature for insights that may be gleaned from the potential presence of autonomous strategic behaviour as well as ambiguity of the role of so-called public entrepreneurs. The results of these activities have provided the basis in which to construct a definition of public intrapreneurship for this present study.

Public intrapreneurship will be defined as:

A public sector employee initiative from below in the organisation, to proactively challenge the status quo by undertaking something new, or bringing together unique combinations of public and/ or private resources to exploit opportunities, regardless of the obstacles or personal risk taking required, aimed at providing quality services and creating value for the citizen.

This definition draws from (1) Vesper (1984, p. 295, in: Sharma & Chrisman, 1999) regarding the initiative from below, (2) Zampetakis et al. (2007) regarding the aim of services for the citizen, (3) Parker and Collins (2010), de Jong et al. (2011) and Kim (2011) regarding challenging the standard practices and the consequential personal risk taking, (4) Kearney et al. (2008) regarding the combination of resources, overcoming obstacles and creating value for the citizen, and finally, (5) the underlying notions of proactivity, innovation, risk taking and autonomy are taken from discussions on intrapreneurial behaviour from de Jong et al. (2011), intrapreneurial orientation from Stewart (2009) and intrapreneurial strategy from Burgelman (1983a), each of which are discussed in more detail later in this chapter.

2.2.7 Summary of definitions and key features

The location and definition of public intrapreneurship has now been established, with reference to both the corporate intrapreneurship and the public entrepreneurship fields of research, corporate entrepreneurship and entrepreneurship literature. The table below has been developed based on the existing literature to provide a comparison of key features across the discipline of entrepreneurship, and its sub-fields, relevant to this study.

Considering the significant extent of confusion surrounding definitions of terms, most particularly between corporate entrepreneurship and corporate intrapreneurship as well as between public entrepreneurship and public intrapreneurship, great care has been taken by the researcher regarding the inclusion and use of literature. Specifically, research is included that meets the definitions of terms as provided in this present study, regardless of the terminology used by the scholar. This ensures consistency, enables the precise representation of concepts and allows for the literature to be accurately constructed and united.

Table 2-5: comparison of key features across entrepreneurship and relevant sub-fields

	Independent Entrepreneurship	Corporate Entrepreneurship	Public Entrepreneurship	Corporate Intrapreneurship	Public Intrapreneurship
Secondary research disciplines	Economics	Strategic management	Public Management	Employee behaviour	Employee behaviour
Level of analysis	Individual	Organisational	Organisational	Individual	Individual
Role	Independent from any formal role	Management	Management	Employee	Employee
Dimensions of orientation and behaviour	Innovativeness, proactiveness and risk taking	Innovativeness, proactiveness and risk taking	Innovativeness, proactiveness and risk taking	Innovativeness, proactiveness and risk taking	Innovativeness, proactiveness and risk taking
Dimension of strategic action	N/A	Formal, induced and top-down	Formal, induced and top-down	Informal, autonomous and bottom-up	Informal, autonomous and bottom-up
Consequences/ outcomes of entrepreneurial action	New venture creation	Business venturing or organisational renewal through strategic entrepreneurship	Improving government performance	Organisational renewal, innovation, positive individual performance & learning	Quality services for the citizen, improved government performance
Common research questions	What, why and how do entrepreneurs act?	How can organisations become more entrepreneurial in order to reap the rewards in performance and growth?	How can public sector organisations use entrepreneurship to meet public sector challenges?	What are the key factors in the success or failure of intrapreneurial initiatives? Who are intrapreneurs and how do they overcome obstacles?	What are the key factors in the success or failure of intrapreneurial initiatives in the public sector? Who are public intrapreneurs and how do they overcome obstacles?

2.3 Building a theoretical framework for intrapreneurship

2.3.1 Introduction

As established earlier in this chapter, intrapreneurship is going through a phase of revival, after many years of limited scholarship. A small number of key constructs and concepts have only recently been developed in the intrapreneurship research and are yet to achieve wide acceptance, which is evidenced by the underrepresentation of publications that are theoretical and conceptual in nature (Blanka, 2018). Bearing in mind the immaturity of the field (Blanka, 2018; Duxbury & Murphy, 2009), reviewing the literature indicates there is significant scope still available to explore, identify and refine the theoretical foundations of intrapreneurship. Taking into consideration the existing literature of the fields of entrepreneurship, corporate entrepreneurship, public

entrepreneurship and corporate intrapreneurship, of relevance to this study on public intrapreneurship, four major contributions have been assembled in order to provide a theoretical foundation for this study, namely, (1) intrapreneurial behaviour, (2) intrapreneurial orientation, (3) intrapreneurial strategy and, (4) intrapreneurial process and activities. Where possible and relevant, literature from the limited public intrapreneurship field will be highlighted in regard to each of these four major contributions that provide a theoretical framework for this study. A short definition of these contributions has been provided in Figure 2.2 below which is followed by a detailed discussion on each contribution.

Figure 2-2: theoretical framework of intrapreneurship

Intrapreneurship			
Intrapreneurial Behaviour	Intrapreneurial Orientation	Intrapreneurial Strategy	Intrapreneurial Process & Activities
Employee behaviour where there is the simultaneous presence of innovativeness, proactiveness and risk taking	An individual employee's predisposition to accept entrepreneurial processes, practices, and decision-making as characterised by a preference for innovativeness, risk taking, and proactiveness	Informal, autonomous strategic behaviour which attempts to redefine and broaden the scope of the approved business strategy	Bottom-up process marked by the initiation and implementation of activities by individual workers to explore and exploit business opportunities

2.3.2 Intrapreneurial behaviour

Intrapreneurial behaviour is engaged by employees to make change happen in organisations (Brunaker & Kurvinen, 2006; Deprez, Leroy, & Euwema, 2018; Kanter, 1984; Letsie et al., 2014). The intrapreneur, through their actions and behaviour, is critical to ensuring ideas successfully navigate through organisational life and politics by taking the necessary steps to acquire the support and resources to turn an idea into reality (Dovey & McCabe, 2014). Mair (2005, p. 51), defines intrapreneurial behaviours as “a set of activities and practices by which individuals at multiple levels, autonomously generate and use innovative resource combinations to identify and pursue opportunities”. However, the study by Bosma et al. (2010) of employees from a mixture of public sector and private enterprises from four high-income and seven low-income countries, ranging from 1 000 to 2 000 employees per country, reported

that less than 5% of employees exhibited intrapreneurial behaviours demonstrating that this is still a novel phenomenon.

The major question in the intrapreneurial behaviour research is, how do intrapreneurs act? This type of questioning originates from the entrepreneurial behaviour school (Gartner, 1988). The intrapreneurial behaviour construct is argued to be the cornerstone of the theoretical framework of intrapreneurship (Rigtering & Weitzel, 2013; Stull, 2005). Hence, this will be reviewed first, followed by a general discussion on the literature on intrapreneurial behaviour.

The mostly widely impactful work on the intrapreneurial behaviour construct was undertaken by de Jong and Wennekers (2008) and de Jong et al. (2011). The starting point is the 2008 study where they reviewed the well established entrepreneurial behaviour dimensions of the corporate entrepreneurship literature, in addition to the intrapreneurship definitions, and consequently identified three features shared across the literature. The first feature they identified is the notion of taking action without being asked (de Jong & Wennekers, 2008). The second feature is the notion of pursuing opportunities regardless of the control of resources. The third feature is the notion of deviating from the status quo. Shortly after this first review and conceptualisation, de Jong et al. (2011) developed a higher order construct for intrapreneurial behaviour, building on these three features, arguing that intrapreneurial behaviour is visible when there is the simultaneous presence of innovativeness, proactiveness and risk taking, linked to each of the notions identified in the earlier work. Although intrapreneurial behaviours are fundamentally employee behaviours (Antoncic & Hisrich, 2001), and literature exists on these behaviours within the field of employee behaviour, none of the three behaviours individually are considered as intrapreneurial behaviour (de Jong et al., 2011). It is the combined presence of innovativeness, proactiveness and risk taking behaviours that constructs intrapreneurial behaviour (de Jong et al., 2011).

Intrapreneurial innovativeness involves the development of novel products, services, process related innovations, marketing innovations, production innovations, new

combinations of resources or most broadly, any kind of innovation that leads to deviation from the status quo (de Jong et al., 2011). Innovation can be radical or incremental (Lassen, Gertsen, & Riis, 2006). Intrapreneurial proactiveness involves anticipating demands through being highly aware of opportunities, trends and events, having a future oriented perspective (Wiethe-Körprich et al., 2017). It occurs when an employee takes action against these opportunities that they have not been requested to take, but rather do so on their own volition (Edu Valsania et al., 2016). It can be likened to the concept of personal initiative (Rigtering & Weitzel, 2013). Intrapreneurial risk taking involves investing significant time, effort and resources into an activity when there is uncertainty of the return on that investment and there is potential for loss (de Jong et al., 2011).

Miron and Hudson (2014) have put forward an alternative conceptualisation of intrapreneurial behaviour based on the five dimension model of Lumpkin and Dess (1996) from the organisational level entrepreneurial orientation construct. Similar to de Jong et al. (2011), employee behaviours include risk taking, proactiveness and innovation, however, Miron and Hudson (2014) add the dimension of “competitive aggressiveness” in the form of addressing any constraints such as gathering resources and support as well as the dimension of “autonomy” through seeking to reduce the level of uncertainty within their personal environment. Similar to the conceptualisation it is built on by Lumpkin & Dess (1996), the Miron and Hudson (2014) construct has received less attention and acceptance than the de Jong et al. (2011) construct.

Intrapreneurial behaviour needs to be differentiated from other employee behaviours. Scholars have observed that intrapreneurship and innovative work behaviour are related concepts with the key comparison that both refer to implementing innovative initiatives (de Jong & Wennekers, 2008). However, intrapreneurship must involve barriers and risks to implementation, unlike innovative work behaviour which could be a managerially endorsed and strategically resourced initiative (de Jong & Wennekers, 2008). In addition, intrapreneurship could involve an idea that is not new, but requires innovative mechanisms to implement it, whereas innovative work behaviour has a stronger emphasis on implementing new ideas as the initiative

outcome (de Jong & Wennekers, 2008). Also, intrapreneurial behaviour differs from organisational citizenship behaviour. Organisational citizenship behaviour is an extra role behaviour focusing on the promotion of a well-functioning organisation whereas intrapreneurial behaviour focuses on some form of innovation as the outcome (Gawke, Gorgievski, & Bakker, 2017a). Finally, intrapreneurial behaviour differs from job crafting, where employees make changes to their job role and characteristics, in that intrapreneurial behaviour is aimed at changing the environmental fit of both the individual and organisation, not just the internal fit of the employee to the job (Gawke et al., 2017a).

In addition to the formal construct of intrapreneurial behaviour, there are a range of other behaviours that scholars have observed intrapreneurs perform in order to implement their initiatives. These include actions that can be grouped around relationships, such as persuasion management, building social capital through networking behaviour, championing of ideas, attracting sponsors, stakeholder management, developing power sources and building a coalition of support to enable them to deliver their initiative (Bosma et al., 2012; de Jong et al., 2011; Dovey & McCabe, 2014; Monnavarian & Ashena, 2009; Moriano et al., 2014; Seshadri & Tripathy, 2006; Sundin & Tillmar, 2008). Other behaviours, this time grouped around idea creation, include visioning and using imagination (de Jong & Wennekers, 2008), seeking information and opportunities (Belousova & Gailly, 2013), creativeness (Wiethe-Körprich et al., 2017) and original thinking (Moriano et al., 2014). Another grouping of behaviours is around knowledge, that is the development and use of specialist domain knowledge, specifying limitations and constraints, brokering knowledge through bringing outside information inside, integrating information in new and useful ways, as well as the knowledge needed to know how to create and realise new ideas (Hayton & Kelley, 2006; Wiethe-Körprich et al., 2017). Finally, scholars have discussed the importance of skills in the politics of organisational change and disruption including working in and around the system, using political logic and enlightened covert leadership (Dovey & McCabe, 2014; Pinchot, 1987; Sundin & Tillmar, 2008). This includes behaviours such as identifying, seeking and arranging the resources required to enable them to implement their initiatives as well as taking

charge to plan and organise the implementation of the initiative (Dovey & McCabe, 2014; Moriano et al., 2014; Zhu, Djurjagina, & Leker, 2014).

Turning to look at the case of the public sector, Zampetakis and Moustakis (2007, 2010) developed a construct of intrapreneurial behaviour in the public sector and used it in two of their studies. Their work was based on the construct developed by Pearce et al. (1997) that distinguishes managers from corporate entrepreneurs. The intrapreneurial behaviour construct of Zampetakis and Moustakis (2007, 2010) is composed of the following behaviours (1) ability to cut through bureaucratic red tape, (2) strategic vision, (3) creation of an energetic working environment, and (4) change orientation. Also, relevant to the public sector context, Zerbinati and Souitaris (2005) used ten in-depth case studies in local government organisations in the UK and Italy to classify five types of entrepreneurial agents in the public sector. Only two of these are relevant to this study on intrapreneurship, namely, the career driven public officer and the politically ambitious public officer. Their findings presented the intrapreneurial behaviours of both of these types as two clear techniques for goal achievement. The first behaviour was to use their professional contacts and the second was to use their knowledge of internal structures and processes.

To summarise intrapreneurial behaviour, the dominant construct requires the simultaneous presence of proactive, innovative and risk taking behaviours. Scholars have referenced a wide variety of behaviours that can be seen as supporting these key behaviours, primarily around relationships, idea creation, use of knowledge and the politics of organisational change. Studies in the public sector context touch upon similar behaviours, however in a scholarly sense, wide acceptance or formalisation of these behaviours has not been achieved within either the private or public sector contexts.

2.3.3 Intrapreneurial orientation

The literature points towards two sets of antecedents to intrapreneurial behaviour. The macro view is that environmental and organisational factors trigger intrapreneurial behaviour and the micro view is that it is the individual personal characteristics and

traits that influence intrapreneurial behaviour (de Jong & Wennekers, 2008; Urbano, Alvarez, & Turró, 2013). Each of these two views have also been identified as nascent research streams within the intrapreneurship literature (Blanka, 2018; Wiethe-Körprich et al., 2017). Another way of describing these two antecedents or research streams is the entrepreneurial orientation of the organisation and the intrapreneurial orientation of the individual (Aaltio, Menzel, & Ulijn, 2007).

Entrepreneurial orientation is a well-established construct of the corporate entrepreneurship literature (Miller, 1983). It is the predisposition of the organisation towards processes, practices and decision making that are entrepreneurial (Matsuno, Mentzer, & Özsomer, 2002). This is demonstrated through all three dimensions of (1) innovativeness, the organisation's willingness to engage in new idea generation (2) proactiveness, the organisation's anticipation and alert-discovery of future demand through seizing opportunities, and (3) risk taking, the organisation's willingness to take action and commit resources where there is uncertainty (Dess & Lumpkin, 2005). Entrepreneurial orientation research looks at the characteristics of entrepreneurial organisations (Kreiser & Davis, 2010) and how corporate entrepreneurship is enacted in those organisations (Kuratko & Audretsch, 2013; Randerson & Fayolle, 2009).

Entrepreneurial orientation can also be studied at the individual level (Bolton & Lane, 2012; Rogowska, 2017; Stewart, 2009) and it has been recognised that it is the human capital of the individual employee that is the key to organisational success (Blanka, 2018). Intrapreneurial orientation is the second major contribution of the literature to be reviewed. The central question in the intrapreneurial orientation research is, excluding environmental factors, why do some employees act intrapreneurially while others do not? This type of questioning originates from the entrepreneurial psychological characteristics school (Lachman, 1980) where the traits and characteristics of individuals are examined including their background, values and motivations. In the intrapreneurship literature, some studies have considered the employee's attitude towards intrapreneurship through traits and characteristics (Amo, 2010; Bolton & Lane, 2012). However, intrapreneurship is argued to be complex, requiring a variety of dispositions (Wiethe-Körprich et al., 2017), without wide

agreement on what those dispositions are and when they are engaged. Intrapreneurial orientation as a construct will first be examined, followed by a broader discussion of the employee's attitude towards intrapreneurship.

Intrapreneurial orientation as a construct is the psychological measurement of an individual employee's orientation towards acting intrapreneurially (Sinha & Srivastava, 2015). The construct of intrapreneurial orientation has been derived from the entrepreneurial orientation literature (Matsuno et al., 2002; Stewart, 2009). Stewart (2009, p. 29) defines intrapreneurial orientation as "an individual employee's predisposition to accept entrepreneurial processes, practices, and decision making as characterised by a preference for innovativeness, risk taking, and proactiveness". There is no standard scale for intrapreneurial orientation, although a number of studies (Sinha & Srivastava, 2016, 2015, 2013) have used the following measures originating from the corporate entrepreneurship literature, (1) achievement in work through focus on results, (2) innovation in work through doing things in new ways, (3) perceived personal control and influence over work, and (4) perceived self-esteem through perception of confidence and competency (Robinson, Stimpson, Huefner, & Hunt, 1991; Shetty, 2004).

Looking beyond the proposed construct, studies reviewing the intrapreneurial orientation of an employee have involved a wide range of personal characteristics, attitudes, skill, knowledge and traits of the intrapreneur which have been shown to positively link to intrapreneurial behaviour (Wiethe-Körprich et al., 2017). Those relationships may be manifold, including reciprocal connections, where the existence of the disposition may lead to intrapreneurial behaviour, or through exercising the behaviour, the disposition occurs or increases (e.g. self-efficacy in Wakkee et al., 2010). These dispositions have been grouped thematically to provide an overview of key areas highlighted within the literature.

Firstly, as expected due to their alignment with earlier discussions regarding intrapreneurship, there are the dispositions of proactiveness (Wiethe-Körprich et al., 2017), innovativeness and newness (Aaltio et al., 2007; Davis, 1999; Sinha &

Srivastava, 2015), creativity (Davis, 1999), a willingness to engage in risky endeavours (Boon et al., 2013), a willingness to accept uncertainty (Aaltio et al., 2007) and a willingness to risk failure (Ulijn, Menzel, Karatas Ozkan, & Nicolopoulou, 2007). Next, there are goal-achieving dispositions including action orientation and achievement motivation (Pinchot, 1985; Sinha & Srivastava, 2013, 2015; Wiethe-Körprich et al., 2017), high energy, commitment to task (Dovey & McCabe, 2014) and long term orientation (Aaltio et al., 2007). In addition, there are dispositions related to a change orientation (Borins, 2000; Zampetakis & Moustakis, 2007), recognising the need to improve services to the public by making change happen (Zampetakis & Moustakis, 2007), mental versatility (Boon et al., 2013), breaking psychological inertia (Ulijn et al., 2007) and curiosity (Boon et al., 2013). Next, there is the desire for room to manoeuvre and freedom (Aaltio et al., 2007), autonomy (Aaltio et al., 2007; Wiethe-Körprich et al., 2017), the need to be in control of one's own activities rather than being strictly supervised (Boon et al., 2013), the desire to explore unknown resources and pathways (Aaltio et al., 2007), flexibility (Aaltio et al., 2007; Ulijn et al., 2007) and locus of control (Wiethe-Körprich et al., 2017). Another grouping of dispositions relates to the desire to acquire new skills (Honig, 2001; Zampetakis & Moustakis, 2007), learn interesting and meaningful things (Dovey & McCabe, 2014) and an inner need to continuously develop oneself (Boon et al., 2013).

In relation to the organisation and others, there are the dispositions of generosity of spirit (Dovey & McCabe, 2014), trust, reciprocity, and person-organisation fit (Stull, 2005) and level of organisational identification, that is the employee's adoption of organisational interests as their own (Morianio et al., 2014). Next, there is persistence (Aaltio et al., 2007; Sundin & Tillmar, 2008), resilience (Davis, 1999), tenacity (Davis, 1999; Seshadri & Tripathy, 2006), and self-determination (Aaltio et al., 2007). Another disposition is emotional intelligence, relating to the belief held by the intrapreneur that they "can successfully feel, recognise, regulate, control, and evaluate their own and others' emotions" (Zampetakis et al., 2009, p. 614). Finally, a number of studies (Boon et al., 2013; Douglas & Fitzsimmons, 2008; Mair, 2005; Wakkee et al., 2010; Wiethe-Körprich et al., 2017) have argued that self-efficacy is critical to intrapreneurial orientation. Self-efficacy is the faith in one's aptitude to perform intrapreneurial tasks

which is an “inner compass... to steer and regulate entrepreneurial behaviour” (Mair, 2005, p. 8).

To summarise intrapreneurial orientation, it is clear that a wide range of dispositions, characteristics, attitudes, motivations and traits have been linked to intrapreneurship, without wide consensus. The construct is also quite broad, bringing in all dispositions related to proactivity, innovation and risk taking. Finally, an overlap and duplication can be seen between factors as dispositions as well as behaviours.

2.3.4 Intrapreneurial strategy

The performance outcomes and benefits of intrapreneurship are the result of intrapreneurs driving new initiatives and organisational renewal (Morianio et al., 2014) through ensuring the realisation of ideas that are critical to the future of the organisation (Dovey & McCabe, 2014; Rigtering & Weitzel, 2013; Verreynne & Harris 2008). Consequently, the third major contribution of the literature to be reviewed is the ‘bottom-up’ informal and autonomous strategic action of intrapreneurs (Rigtering & Weitzel, 2013), aligned with Burgelman’s (1983a) model of autonomous strategic behaviours in organisations.

Intrapreneurial activities are voluntary actions (Rigtering & Weitzel, 2013; Seshadri & Tripathy, 2006) instigated by employees and undertaken without being asked to do so by management (Bosma et al., 2010; de Jong & Wennekers, 2008). Intrapreneurs are described as self-appointed (de Jong et al., 2011; Dovey & McCabe, 2014; Pinchot & Pellman, 1999) and the decision to act intrapreneurially is entirely the personal decision of the individual (Rigtering & Weitzel, 2013). For example, managers act intrapreneurially when they are performing strategic behaviours outside the formal duties of their role. As a result of this voluntary element of intrapreneurship, it has been categorised as an extra role behaviour (Amo & Kolveried, 2005; Stull, 2005), “beyond the call of duty” (Seshadri & Tripathy, 2006, p. 26), as it would rarely be contained in the duties statement of a job role (Rigtering & Weitzel, 2013), and employees would rarely receive formal recognition or reward from the organisation

for their intrapreneurial behaviour (Eesley & Longenecker, 2006; Maes, 2004; Vandyne, Cummings, & Parks, 1995).

For comparison, intrapreneurial strategic action is in opposition to corporate entrepreneurship strategy, defined as “a vision-directed, organisation-wide reliance on entrepreneurial behaviour that purposefully and continuously rejuvenates the organisation and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunity” (Ireland, Covin, & Kuratko, 2009, p. 21). Corporate entrepreneurship strategy is a ‘top-down’ activity that business owners and top managers use (de Jong et al., 2011). The outcomes sought from organisations with a corporate entrepreneurship strategy are corporate venturing, the adding of new businesses, either in whole or part, to an existing organisation (Kuratko & Audretsch, 2013), and strategic entrepreneurship (Azami, 2013; Morris, Webb, & Franklin, 2011), such as sustained regeneration, organisational rejuvenation, strategic renewal, domain redefinition and business model reconstruction (Covin & Miles, 1999; Miles, Munilla, & Darroch, 2009).

Intrapreneurship occurs when an employee identifies an opportunity that is not in the scope of an organisation’s formal strategy, and consequently, it is not on the official path for innovation (Burgelman, 1983a; Zahra, 1993). Rather, this informal autonomous strategic action involves creating an unofficial path (Burgelman, 1983a). It is the means in which intrapreneurs can attempt to influence the strategic direction of their organisation through redefining and broadening the scope of the approved business (Burgelman, 1983a; Verreynne & Harris 2008).

Considering that the main divergence between corporate entrepreneurship and intrapreneurship is “who is introducing the innovation to whom” (Amo, 2010, p. 155), intrapreneurship can be the source of radical changes not strategically controlled by top management (Kanter, 1984; Pinchot, 1987) which may lead to dysfunctional results (Campbell, 2000) or chaos into a stable system (Farazmand, 2003). In the public sector context, intrapreneurs have the potential to both “wreak havoc as well as create beneficial change” in public organisations (Burgelman, 1985, p. 596). These voluntary

efforts to change the status quo can potentially involve rule breaking and exposing individuals and organisations to risk (Raub & Robert, 2010; Vandyne et al., 1995). For instance, intrapreneurial actions are sometimes undertaken without the appropriate level of management permission (de Jong & Wennekers, 2008). Also, intrapreneurial actions may only fulfil the personal interest and objectives of the individual worker, rather than focusing on organisational needs (Moon, 1999). Moreover, Amo (2010) observes that during intrapreneurship, the intrapreneur initiates the process, owns the process, is the main contributor to the process and evaluates the final results of the initiative, leading him to contend that the initiative is “rooted in characteristics of the employee himself or herself” (Amo, 2010, p. 150). Finally, intrapreneurship has been accused of enabling employees to be revolutionaries and consequently disrupting and subverting established ways of working, leading to ethical dilemmas (Kuratko, 2007). For instance, the intrapreneurial approach does not demonstrate or account for how the intrapreneur’s initiatives contribute to, or combine into, a common organisational goal or conversely how they are influenced by the corporate strategy, which is important when considering who is benefiting from the initiative and whose interests are perceived as being worthy (Amo, 2010).

Intrapreneurial strategy is presented as a special combination of intrapreneurial behaviour and intrapreneurial orientation. For example, a number of these behaviours were included in the earlier discussion on intrapreneurial behaviours grouped around idea creation such as visioning and using imagination, however, intrapreneurial strategy is supported by a wider array of behaviours than those mentioned earlier. In addition, intrapreneurial strategy can be seen as including orientations around intent and motivation, some of which were covered earlier under the discussion of intrapreneurial orientation. Similarly, intrapreneurial strategy is supported by a wider array of orientations than those mentioned earlier. For this reason, this detailed discussion on intrapreneurial strategy is provided due to its level of importance and complexity. Ulijn et al. (2007) identified a number of intrapreneurial strategy behaviours in their simulated study to conceptualise and measure intrapreneurship in industrial research and development labs in Europe, namely, willingness for change, responsibility, end user driven, passion, determination and commitment of employees.

In their study of intrapreneurial competencies, Wiethe-Körprich et al. (2017) highlighted unconventional or non-conformist behaviour, visionary thinking and autonomous activity as crucial dispositions that have a positive relationship with intrapreneurial behaviour. In addition, Seshadri and Tripathy (2006), in their study of three intrapreneurial cases involving an Indian steel company, argue that intrapreneurs are driven by a clear life purpose and mission, an understanding of the function they need to play in their organisation and they embrace an emotional sense of ownership of their intrapreneurial endeavours.

Turning to look at the case of the public sector, Sundin and Tillmar (2008) analysed two instances of the practice of intrapreneurship. They argued the intrapreneurs studied had a vision and were “necessity-driven...being convinced of the necessity to realise change” (Sundin & Tillmar, 2008, p. 122). It was their assessment that the intrapreneurs they studied were not politically ambitious or career driven but rather the intrapreneurs wanted to put their efforts into improving their work, their organisations, and the target groups they serve. This reinforced that the initiatives were driven by local needs and the solutions emerged from the organisation, dependent on the context of the organisation (Sundin & Tillmar, 2008).

In the study of intrapreneurs in the Greek public sector, Zampetakis et al. (2007, p. 23) found that public intrapreneurs discussed the future of their organisations, believing that “the organisation is not currently achieving its potential and needs to change”. The intrapreneurs demonstrated they held a vision for their organisation and a way to achieve that vision. The motivations for this desire could be abnormal situations, with sudden work overload, or areas where procedures lacked. This is linked to the factors that Zampetakis et al. (2007) had identified as intrapreneurial behaviours, discussed earlier in this chapter, namely an energetic work environment and strategic vision.

To summarise intrapreneurial strategy, the importance and the distinction of this concept from other general intrapreneurial behaviours and orientations is demonstrated through the use of intrapreneurial strategy as the pathway to influencing organisational strategy. Intrapreneurial strategy can be related to the intrapreneurial intent and the

motivation to act intrapreneurially. There is a relatively clear understanding of what intrapreneurial strategy encompasses and generally wide consensus of what is involved.

2.3.5 Intrapreneurial process and activities

Intrapreneurship can be approached as a process (de Jong et al., 2011; Zampetakis & Moustakis, 2010). The importance of understanding the process, and subsequent activities, of intrapreneurial behaviours of individual employees has been recognised as needed in order to advance the field of intrapreneurship (Belousova & Gailly, 2013). The concern of intrapreneurial process literature is questions such as ‘how does intrapreneurship happen?’. This type of questioning originates from the entrepreneurial process school (Shane & Venkataraman, 2000). Like much of the intrapreneurship literature in general, discussions, models and frameworks on the process of intrapreneurship are minimal. Five relevant studies from the private sector are outlined which provide some description of the activities and process of intrapreneurship. In addition, one relevant study of intrapreneurs in the public sector is discussed which sheds some light on the activities and process of public intrapreneurship.

Firstly, in the detailed study by de Jong and Wennekers (2008) of the behavioural content of intrapreneurship, combining insights from business founding literature, employee behaviour literature and existing intrapreneurship literature, they proposed three stages of activities in the intrapreneurship process, namely, (1) vision and imagination, (2) preparation, and (3) emerging exploitation. The activities, behavioural aspects and differential elements to independent entrepreneurship are provided in each stage the process. Next, in the Bosma et al. (2010) international study of intrapreneurs involving 1 000 to 2 000 employees per country, across eleven countries, a two-phase model of intrapreneurship was developed, involving (1) idea development and (2) preparation and emerging exploitation. It can be argued that phase two is a combination of phases two and three in comparison to de Jong and Wennekers’s (2008) model. The intent of this process model was to assist them to classify relevant items when measuring intrapreneurship. The outcome was a narrow definition of

intrapreneurship, with phase one of vision and imagination only, and a broad definition of intrapreneurship, with both phase one and phase two processes and activities combined. This formalised the sequential nature of intrapreneurial activities although the authors conceded that stages may overlap or occur in cycles. Next, in the conceptualised model of corporate entrepreneuring by Hornsby (1993), the process appears to encompass the intrapreneurial behaviours of employees and the entrepreneurial behaviours managers with a precipitating event leading to the 'decision to act intrapreneurially'. Following this, four activities take place (1) business/feasibility planning, (2) ability to overcome barriers, (3) resource availability, and (4) idea implementation. Finally, and most recently, in the study by Puech and Durand (2017) of time spent on intrapreneurial activities, they developed a process model including the major activities of (1) opportunity identification, (2) opportunity exploration, and (3) opportunity development, and mapped time spend within each major activity.

However, each of these models have a number of limitations. The model from de Jong and Wennekers (2008) lacks the flow of timing where it is unclear if it is a linear process or stages can be re-entered at different times. The model of Bosma et al. (2010) does not follow the definition of intrapreneurial behaviour from de Jong and Wennekers (2008) adopted by this present study, where all three components of proactivity, innovation and risk taking are required to be classified as intrapreneurship. This model allows for employees to only be involved in the idea development (innovation) phase hence it does not align with this study's definition of intrapreneurship. The model from Hornsby (1993), does not delineate between behaviours and actions of managers and employees which makes it difficult to determine the appropriateness of the model to employees alone. However, the model does include the phase of overcoming barriers which is a relevant phase for employee extra role behaviours. The model from Puech and Durand (2017) is lacking in details of activities and behaviours of intrapreneurs not related to use of time.

The most comprehensive process and activity model to date was developed by Belousova, Gailly and Basso (2010). The model was developed based on an extensive

literature review of intrapreneurial behaviours of individual employees within the existing individual and corporate entrepreneurship literature, as well as the organisational behaviour literature, followed by an iterative empirical review against case study data in order to develop specific and concrete examples of activities. The widely accepted model of entrepreneurial behaviour within both the independent entrepreneurship and corporate entrepreneurship literature from Shane and Venkataraman (2000) was used as a starting point for this study. The model developed by Shane and Venkataraman (2000) demonstrated three phases of the entrepreneurial behaviour process referred to as discovery, evaluation and exploitation. In the study by Belousova et al. (2010), this model is examined in light of its use for understanding the intrapreneurial process. As a result of the case study analysis, the authors proposed a new phase called legitimization, while affirming the relevance of the original three phases from Shane and Venkataraman (2000). Belousova et al. (2010) were able to demonstrate that all but one activity identified in the case study could be mapped to one of these four phases. The key finding from Belousova et al. (2010) was that the political and negotiating role of legitimization, that was not required in either the independent entrepreneurship or corporate entrepreneurship processes, was highly relevant to intrapreneurship. They contended that more attention is needed on this activity, hence their development of, and focus on, the legitimating process phase.

In the model by Belousova et al. (2010), the discovery phase involves the acknowledgment of an opportunity to create something of novel value. It includes two categories of activities, firstly opportunity or idea driven and secondly, necessity or problem driven. The evaluation phase involves determining a benefit-reward ratio considering the likelihood of success in comparison to the risk taking, uncertainty, time and effort required by the intrapreneur. This requires the intrapreneur to review the idea in light of its alignment, or lack thereof, within the existing organisational strategy and organisational abilities as well as reviewing it in light of the intrapreneur's personal ambition and benefits sought. It first requires gathering information including seeking feedback and learning any new skills necessary, and then requires framing of the opportunity through creating a vision and then articulating it in a plan or business case. The legitimization phase involves seeking legitimacy and support on an iterative

basis. This requires communicating the initiative, negotiating on behalf of the project, building a coalition of peers to support the project, selling the project to management, proving the credibility of the project and fighting concerns. The dominant activities identified included taking responsibility through the intrapreneur's own reputation and establishing good relationships within the organisation. Finally, the exploitation phase involves executing the project. This includes gathering resources through either formal or informal means, coordinating and monitoring the execution and refining the project as needed. This stage can involve bypassing rules.

Turning to look at the case of the public sector, one study has been identified from the literature on public intrapreneurship which provides an insight into the process and activities involved in this practice in the public sector. Sundin and Tillmar (2008) undertook a study of a public hospital nurse and a civil servant, both intrapreneurs, in order to shed light on the intrapreneurial processes by the middle level of the public sector that results in institutional change. The major findings relate to the enabling and constraining aspects of the public sector environment as well as the need for the intrapreneurs to create alliances and find sponsors to grant them the space, freedom and legitimacy to act. The major activities were classified as (1) identifying needs and solutions, (2) creating space for action and legitimacy, (3) persisting, and (4) moving on. Sundin and Tillmar (2008) emphasised that their study showed that these activities did not take place as a linear process but rather activities take place at the same time or in different orders.

To summarise intrapreneurial process and activities, the literature includes many elements of intrapreneurial behaviour, strategy and orientation, discussed earlier in the chapter. In addition, the importance of the Belousova et al. (2010) process model, in particular, to the present study is that it demonstrates how intrapreneurial projects are developed and includes employees at every level and role in the organisation. Also, the detail provided under each of the major process phases is insightful and the introduction of the legitimisation phase is highly relevant to this study. Likewise, the Sundin and Tillmar (2008) study, that outlines major activities in the public intrapreneurship process further emphasises the legitimisation phase as well as

highlighting the importance of persisting, which was not a major factor discussed in any of the private sector studies discussed above. Hence it provides useful background to the present study.

Table 2-6: comparison of key features across activity and process models

	Belousova et al. (2010)	Bosma et al. (2010)	de Jong & Wennekers (2008)	Hornsby (1993)	Puech & Durand (2017)	Sundin & Tillmar (2008)
Sector	Private	Private	Private	Private	Private	Public
Activities	(1) discovery (2) evaluation (3) legitimization (4) exploitation	(1) idea development (2) preparation and emerging exploitation	(1) vision and imagination (2) preparation (3) emerging exploitation	(1) business/feasibility planning (2) ability to overcome barriers (3) resource availability (4) idea implementation	(1) opportunity identification (2) opportunity exploration (3) opportunity development	(1) identifying needs and solutions (2) creating space for action and legitimacy (3) persisting (4) moving on
Sequential process	Three phases sequential with legitimization phase carried out throughout the process.	Sequential but authors concede there is overlap between phases. Allows for involvement in only one stage.	Unclear if it is a linear process or stages can be re-entered at different times.	Unclear.	Presented as sequential.	Not sequential. Activities take place at the same time or in different orders.
Who is involved?	Intrapreneurs only	Intrapreneurs only	Intrapreneurs only	Does not delineate between behaviours and actions of managers (in formal top down corporate entrepreneurship role) and employees.	Intrapreneurs only	Intrapreneurs only

2.3.6 Summarising the theoretical framework

The literature covering these four major contributions has been assembled to build a theoretical framework for this present study. Each contribution provides a much needed perspective on the practice of intrapreneurship as well as highlighting the relevant but limited public intrapreneurship research. However, this framework also reveals the imprecision between these major contributions with some overlap and

duplication. Consequently, while this framework provides guidance and structure to this underdeveloped field, it also attempts to recognise the complexity and limitations that sits within the current knowledge of the phenomenon of intrapreneurship.

Figure 2-3: theoretical framework of intrapreneurship including major scholarly contributions

Intrapreneurship			
Intrapreneurial Behaviour	Intrapreneurial Orientation	Intrapreneurial Strategy	Intrapreneurial Process & Activities
Employee behaviour where there is the simultaneous presence of innovativeness, proactiveness and risk taking	An individual employee's predisposition to accept entrepreneurial processes, practices, and decision-making as characterised by a preference for innovativeness, risk taking, and proactiveness	Informal, autonomous strategic behaviour which attempts to redefine and broaden the scope of the approved business strategy	Bottom-up process marked by the initiation and implementation of activities by individual workers to explore and exploit business opportunities
<ul style="list-style-type: none"> Literature review & identification of three features shared in the literature (de Jong & Wennekers, 2008) IB Construct (de Jong et al., 2011) Extended IB Construct (Miron & Hudson, 2014) IB in the public sector (Zampetakis & Moustakis, 2007, 2010) Major behaviours connected to (1) relationships, (2) idea creation, (3) knowledge, (4) organisational politics (various – refer to references in text) 	<ul style="list-style-type: none"> Entrepreneurial orientation construct (Dess & Lumpkin, 2005) Intrapreneurial orientation construct (Stewart, 2009) Psychological measurement (Sinha & Srivastava, 2015) Reciprocal connection between intrapreneurial orientation dispositions and intrapreneurial behaviour (Wiethe-Körprich et al., 2017) Major dispositions related to (1) proactiveness, (2) goal achieving, (3) change orientation (3) autonomy, (4) persistence (various – refer to references in text) 	<ul style="list-style-type: none"> Informal, autonomous strategic action (Burgelman, 1983a) Influencing formal strategy (Verreynne & Harris, 2008) Voluntary (Pinchot & Pellman, 1999) Bottom up approach (Rigtering & Weitzel, 2013) Extra role behaviour (Amo & Kolveried, 2005; Stull, 2005) Personal interest of intrapreneur, ethical dilemmas, lack of linkage to corporate strategy (Amo, 2010; Kuratko, 2007; Moon, 1999) 	<p>Relevant activity & process models:</p> <ul style="list-style-type: none"> Belousova et al. (2010) Bosma et al. (2010) de Jong & Wennekers (2008) Hornsby (1993) Puech & Durand (2017) Sundin & Tillmar (2008)

2.4 The intrapreneur's experience

2.4.1 Introduction

On completion of the data analysis for this study, three key themes arose regarding the intrapreneur's experience of acting intrapreneurially that warrant more detailed examination in the literature. The first theme that developed from the data analysis that required further consideration in this literature review is intrapreneurial risk taking and the personal consequences, costs and benefits of acting intrapreneurially. Risk taking is a key component of both the intrapreneurial behaviour (de Jong et al., 2011)

and intrapreneurial orientation (Stewart, 2009) literature as well as part of the debate on the ethics of intrapreneurship (Kuratko, 2007). In addition, risk taking is a major theme within the public entrepreneurship literature (Kim, 2010b, p. 785), particularly in the context of an organisational cultural barrier to achieving public entrepreneurship (Kearney et al., 2008), as well as in the context of the ethical considerations of public entrepreneurship (Terry, 1993). Consequently, risk taking and personal consequences has the potential to provide important insight into the experiences of intrapreneurs in this study.

The second theme that developed from the data analysis that requires further consideration in this literature review is overcoming obstacles and responding to challenges. A range of impediments to public entrepreneurship, relevant to the experience of public intrapreneurship as well, have been raised in Chapter One (Alves, 2013; Kearney et al., 2008; Leadbeater & Goss, 1998; Peirce & Kruger, 1993; Ramamurti, 1986). In addition, the intrapreneurship literature discusses barriers to intrapreneurial action in a number of intrapreneurial process activities (Hornsby, 1993; Sundin & Tillmar, 2008) and as a distinguishing feature of intrapreneurial behaviour when compared to employee innovative work behaviour (de Jong & Wennekers, 2008). Many of the employee attitudes commonly identified as intrapreneurial relate to the orientation and characteristics supporting overcoming obstacles and responding to challenges such as persistence (Borins, 2000; Pinchot, 1985), resilience and tenacity (Davis, 1999), self-determination (Aaltio et al., 2007), and self-efficacy (Douglas & Fitzsimmons, 2008; Mair, 2005). For this reason, overcoming obstacles and responding to challenges has the potential to provide important insight into the experiences of intrapreneurs in this study.

The third theme that developed from the data analysis that requires further consideration in this literature review is resilience. In the entrepreneurship literature, resilience has become the dominant characteristic considered important for entrepreneurs in overcoming obstacles (Manzano-Garcia & Ayala Calvo, 2014) and is gaining significant interest in the literature with a number of major studies published in recent years (Corner, Singh, & Pavlovich, 2017; Jaafar, Adnan, Nasir, Mohtar, &

Tambi, 2017; Korber & McNaughton, 2017; Lee & Wang, 2017). Resilience is also a highly relevant topic in the workplace adversity literature (Jackson, Firtko, & Edenborough, 2007). Accordingly, resilience has the potential to provide important insight into the experiences of intrapreneurs in this study.

These three themes will be examined in more detail below.

2.4.2 Intrapreneurial risk taking, personal consequences, costs and benefits

According to Amo (2010) the intention of intrapreneurship is to benefit both the organisation and the employee. However, employees would rarely receive formal recognition or reward from the organisation for their intrapreneurial behaviour (Eesley & Longenecker, 2006; Maes, 2004; Vandyne et al., 1995) which leads Anu (2007, p. 155) to argue that the “rewards of success are too low” for intrapreneurs. Furthermore, a number of scholars (Fernando, 2005; Schneider et al., 1995) have argued that there is more recognition for intrapreneurial achievements in the private sector, over the public sector.

It is well established that independent entrepreneurship and intrapreneurship offer distinctly different consequences for the individual such as fewer financial benefits resulting from intrapreneurship (de Jong & Wennekers, 2008; Peirce & Kruger, 1993). However, in contradiction to much of the research on independent and corporate entrepreneurship that contends people are motivated by monetary benefits, Benz (2009) argues that entrepreneurs and corporate entrepreneurs find the experience rewarding for non-monetary reasons, as intrinsic benefits. These benefits come in the form of greater autonomy, the opportunity to pursue their own ideas and the chance to use their skills and abilities (Benz, 2009). A number of scholars extend this notion to intrapreneurship. For example, Zerbinati and Souitaris (2005) support this argument and add other non-monetary rewards such as social recognition and career advancement to the list. According to Pinchot and Pellman (1999), employees pursue self-interest in their intrapreneurial activities, and the benefit of that self-interest comes in the form of pursuing ideas, achieving recognition and also solving technical puzzles.

Finally, Miron and Hudson (2014) add that one of the greatest benefits for intrapreneurs is creating control over their work.

Intrapreneurship is not just about the achievement of new value for the organisation, it is also about creating change for the individual (Bruyat & Julien, 2001). Carrying through with this line of thought, intrapreneurship has been viewed as providing personal development, growth and learning for the intrapreneur (Boon et al., 2013; Gawke, Gorgievski, & Bakker, 2017b; Wunderer, 2001). Gawke (2017a) supports this view with his study of intrapreneurship finding that acting intrapreneurially can increase employee work engagement, employee well-being and employee performance. Other benefits that have been discussed include increased work satisfaction and better personal communication (Anu, 2007; Yildirim & Pazarcik, 2014), providing insight into an individual's perception of themselves and increasing self-knowledge (Shepherd & Patzelt, 2017). Morris (2007) argues that intrinsically motivating work is a 'perk' in the non-monetary working conditions of public sector intrapreneurship. This aligns with Pinchot's (1985) proposal that intrapreneurship is a mechanism for workers to contribute to society through their positive work efforts and Dovey and McCabe's (2014) contention that intrapreneurs are motivated to make a difference in the world.

Conversely, intrapreneurs can suffer as a result of their actions (Boon et al., 2013) and are commonly penalised for mistakes without being rewarding for success (Eesley & Longenecker, 2006; Peirce & Kruger, 1993; Ramamurti, 1986). Although in intrapreneurship material losses are generally taken from, and impact on, the organisation not the individual (de Jong & Wennekers, 2008), this does not mean the individual bears no personal negative consequences (de Jong, Parker, Wennekers, & Wu, 2013). Intrapreneurs need to push their projects to succeed and it is this activity where the willingness to accept personal risks and step out of their comfort zone becomes the most required (Rigtering & Weitzel, 2013; Zampetakis & Moustakis, 2010).

Research on the consequences for employees of acting intrapreneurially is very limited (Gawke et al., 2017b; Shepherd & Patzelt, 2017). One way of reviewing personal costs for intrapreneurs is from the perspective of risk taking (Dovey & McCabe, 2014; Monsen, Patzelt, & Saxton, 2010). Risk taking involves committing resources where there is uncertainty about the return on that investment and refers to the potential loss of those resources, such as loss of time or work effort (de Jong et al., 2013; Monsen et al., 2010). For intrapreneurs, risk taking can lead to rewards if successful, but if the intrapreneurs fails, there may be significant negative consequences (Edu Valsania et al., 2016).

In the study of intrapreneurship undertaken by Bosma et al. (2010), approximately one-third of intrapreneurs report having taken personal risks while performing intrapreneurial behaviour. Four types of risk were identified in the study, including loss of status, damage to career, loss of job and loss of own money invested in the new activity. Other scholars (Boon et al., 2013; Bosma et al., 2010; de Jong et al., 2013; Rigtering & Weitzel, 2013) have undertaken empirical studies on intrapreneurship with their own findings regarding personal risk taking activities and have received similar results such as reputational and career damage, opposition from peers, possible job loss and wasted investment of personal time and effort.

Puech and Durand (2017) provide a detailed example of how these risks can present in a real-world scenario. Their study classified the time spent on activities in the intrapreneurial process by a group of engineers. Intrapreneurs 'grab time' during work hours to allocate to their intrapreneurial initiative as well as investing additional personal time. This involves exercising individual judgment and integrity relating to the quantity, quality and timing of the periods spend on intrapreneurial activities, including issues such as balancing not attending to assigned tasks, with the likelihood of a good outcome for the organisation from the unauthorised intrapreneurial activity. This brings the risk of reputational and career damage as well as loss of personal time and effort.

Ramamurti (1986) also provides a detailed example through his study on how entrepreneurs and intrapreneurs operate in the public sector. He supports the traditional claims that the system of the public sector penalises managers for mistakes without rewarding them for success. However, he finds that public sector intrapreneurs undertake calculated risk taking and rule breaking in the belief that without some risk taking, nothing can be accomplished. For example, when other options are not available, when other things have been tried, when it is thought that asking for permission will result in being directed to stop the initiative and when the intrapreneur thinks that personal risks can be limited. In these instances, they may believe that if it is successful, their actions will be condoned. This aligns with Vesper's (1984, in: Sharma & Chrisman, 1999) definition of intrapreneurship involving doing something that, at least initially, is not supported or authorised by higher management. The act of doing something without permission or support is considered a personal risk taking activity as it has been found to potentially create less satisfactory working relationships with colleagues as well as generate internal conflict within the intrapreneur (Janssen, 2003).

Also, intrapreneurs take risks by challenging the status quo. They do this through voicing their opposition to the current practices and priorities, asking provocative questions and generally asserting their opinions and aspirations (Boon et al., 2013). For this reason, intrapreneurs can be disliked or unappreciated by their colleagues, and perceived as difficult to manage by their supervisors (Boon et al., 2013; Teixeira, Silva, & Lana, 2013). Further to this, Borins (2002) contends that public servants can be punished for making mistakes and for their unsuccessful change and innovation initiatives. Public intrapreneurs are likely to have strong opposition, needing them to be able to withstand significant personal criticism, not just from colleagues, but also the public and other stakeholders (Sundin & Tillmar, 2008). Other scholars point out that the private sector is less punishing to an employee making a mistake than the public sector (Fernando, 2005; Schneider et al., 1995). Accordingly, it is not surprising that it has been argued that challenging the status quo is inherently risk taking (de Jong et al., 2011; Kim, 2011) and that any attempt to deviate from the standard practices requires deliberate risk taking from the intrapreneur (Parker & Collins, 2010). In

summary, acting intrapreneurially in the public sector can be seen as a risk taking exercise leaving the intrapreneur vulnerable to a wide range of negative consequences while only providing a smaller collection of potential benefits.

Finally, the criticism of acting in an intrapreneurial manner in the public sector also pose a risk to public intrapreneurs, as they inherit many of the same concerns targeted at public entrepreneurs. Moreover, considering this alongside the criticism of possible ethical dilemmas posed by intrapreneurship discussed earlier in this chapter (Kuratko, 2007), the criticisms relating to entrepreneurial behaviour in the public sector are likely to have greater legitimacy. Critics contest that entrepreneurial behaviour in the public sector has anti-democratic characteristics (Terry, 1993), and “represents a threat to democratic governance” (Morris & Jones, 1999, p. 78) as well as “a threat to the bureaucratic art of separation” (du Gay, 1996, p. 164). Detractors invoke Weber’s (as cited in du Gay, 1996) assessment that there are different ethical protocols attached to the role of public sector bureaucrat from those of the entrepreneur and blurring those distinctions could be irresponsible.

Following this line of thought, and applying the criticisms of entrepreneurial behaviour in the public sector to include intrapreneur behaviour, it is argued that these behaviours will increase the power of public officers which could lead to the manipulation of political will (Terry, 1993), the misuse of public funds (Bellone & Goerl, 1992), the pursuit of individual objectives in contradiction to organisational objectives, neglect of core responsibilities (Rhodes & Wanna, 2008), disrespect for tradition (Terry, 1993), reduction of accountability (Moe, 1994) and in conflict with the necessity for public resources to be used with minimal risk taking (Bellone & Goerl, 1992). For these reasons, it is argued that both acting entrepreneurially and acting intrapreneurially is not appropriate for the public sector as it is incompatible with public sector values (Mack et al., 2008) and consequently, public administration must be separated from the self-interest and personal enthusiasms of public sector employees (du Gay, 1996).

Conversely, to counter the arguments of the critics, scholars have claimed that there is alignment between public sector values and public entrepreneurship (Klein et al., 2010). For example, entrepreneurship aligns with the public values of sustainability and productivity (Bozeman, 2007) as well as accountability, citizen-centred orientation and efficiency and effectiveness orientation (Kim, 2010b; Llewellyn & Jones, 2003). To demonstrate to critics that democratic ideals are not being compromised, Mack et al. (2008) suggests that taking a few simple steps will address concerns for transparency and accountability. These include ensuring there is consultation and cooperation with key stakeholders, group decision making and undertaking locally focused initiatives so there is a local level of oversight (Mack et al., 2008).

To summarise intrapreneurial risk taking and the personal consequences, costs and benefits, intrapreneurs take personal risks in order to achieve their intrapreneurial goals. The personal consequences of those risks may be positive or negative, regardless of whether the initiative was a success or failure. Moreover, it seems likely that due to their working environment, the public intrapreneur may need to take greater personal risks and suffer from greater negative consequences, even when successful, than their private sector counterparts.

2.4.3 Overcoming obstacles and responding to challenges

Intrapreneurship is argued to be harder than entrepreneurship (Luchsinger & Bagby, 1987) and overcoming obstacles is an expected part of the intrapreneurial process (Amo, 2010; Burgelman, 1983a; Miron & Hudson, 2014). There are external barriers such as regulations and inflexible laws (Karyotakis & Moustakis, 2016) but most of the intrapreneur's obstacles are internal (Antoncic & Hisrich, 2003; Cadar & Badulescu, 2015; Pinchot, 1985; Teltumbde, 2006). Pinchot (1987) agrees that it is common to face barriers and obstacles, particularly considering that an intrapreneurial initiative needs to be implemented in the same bureaucratic place that had the problem in the first place (Peirce & Kruger, 1993). This is also supported by the findings of the research from Bosma et al. (2010) that approximately 50% of intrapreneurs studied have faced internal resistance. Furthermore, the public sector bureaucratic setting

makes intrapreneurship even more difficult (Peirce & Kruger, 1993), where the tolerance for failure is low as there are accountability concerns regarding taking risks with public money and changing services that lives may depend on (Boo, 2008).

This reinforces the notion that intrapreneurs do not just come up with an idea, they overcome the internal resistance to implement it (Bosma et al., 2010, 2012). Intrapreneurs are driven in the face of possible conflict (Pinchot & Pellman, 1999) and they seek innovation within their organisation “regardless of the difficulties encountered in this task” (Amo, 2010, p. 148). Moreover, the intrapreneurial act could be seen as the desire to remove constraints (Miron & Hudson, 2014). Burgelman (1984) further argues that intrapreneurial initiatives must be accepted and integrated into the organisation before they can be successful, or in other words, resistance must be overcome to reach success.

Obstacles faced by intrapreneurs can be grouped into three categories, organisational, social/interpersonal, and personal constraints (Boon et al., 2013). Organisational obstacles relate to the formal work context of intrapreneurs (Rigtering & Weitzel, 2013). This includes the bureaucratic hierarchical structure and procedures, financial management, personnel management, organisational strategy, goals and mission (Boon et al., 2013). Ideally the organisational context allows horizontal participation, makes resources and information available and provides support and encouragement to develop intrapreneurial initiatives, rewards major improvements and provides autonomy (Miron & Hudson, 2014; Peirce & Kruger, 1993; Rigtering & Weitzel, 2013; Zampetakis & Moustakis, 2007).

However, absence of these factors leads to a lack of collaboration, resistance to change, a risk averse organisational culture, lack of time, lack of human or financial support, bias towards existing services and ways of business, lack of access to information to be able to have ideas of significance, ‘top-down’ control and limited experimentation (Karyotakis & Moustakis, 2016; Miron & Hudson, 2014; Moon, 1999; Peirce & Kruger, 1993). Specifically, in relation to the public sector, Ramamurti (1986) summarises the organisational barriers for intrapreneurs as goal ambiguity, limited

managerial autonomy and high potential interference, high visibility, skewed reward systems, short term orientation and restrictions on personal policies such as hiring, firing and rewarding. Most significantly, intrapreneurship can present a challenge for top management as intrapreneurs are trying to instigate change that has not already been accepted as part of the organisation's strategy (Burgelman, 1984). The self-appointed actions of intrapreneurs, in combination with their attempts to influence the organisation's official, top management endorsed strategy, are likely to incite role conflict and cause controversial situations (Vandyne et al., 1995; Wakkee et al., 2010). This can lead to obstacles for the intrapreneur such as being directed to stop the innovation or be blocked in some way (Buekens, 2014; Rigtering & Weitzel, 2013).

Social or interpersonal obstacles relate to the informal work context. This encompasses obstacles that involve other people in the intrapreneurial process, such as the manager, colleagues or staff of the intrapreneur, as well as other stakeholders within and outside the organisation (Boon et al., 2013). An intrapreneur needs to secure the commitment of others towards the initiative (Boon et al., 2013) through persuading them to agree with the vision set out by the intrapreneurs (Pinchot, 1985). Taking into consideration that most changes in modern large organisations cannot be controlled by one part of the organisation, this can be a big task for the intrapreneur with stakeholders likely to be spread widely across an organisation and intrapreneurs needing to persuade multiple parts of an organisation (Buekens, 2014). Moreover, intrapreneurs need to overcome the obstacle of trying to implement ideas that are unwelcome to others (Dovey & McCabe, 2014) because in many instances, "the old soldiers will find a way to bring it all down" (Buekens, 2014, p. 584). This raises the element of organisational politics which is another social and interpersonal barrier to intrapreneurship (Eesley & Longenecker, 2006). Considering the likelihood of competing interests and competition for scarce resources, politics has the potential to block an intrapreneurial initiative (Dovey & McCabe, 2014). Intrapreneurs need be aware of their rivals and people who will try to outmanoeuvre them (Peirce & Kruger, 1993).

The level of trust between the direct manager and the intrapreneur is another interpersonal factor of relevance (Boon et al., 2013; Rigtering & Weitzel, 2013). Trust

lowers barriers (Moon, 1999). If intrapreneurs are not trusted, they will find additional barriers to implementing their initiatives (Boo, 2008) such as being micro managed or having their initiatives stifled (Borins, 2002). Conversely, if intrapreneurs do not trust their direct managers, they are less likely to behave intrapreneurially particularly if they need to go around standard procedures and they do not believe their direct manager will provide them with the necessary backing if something goes wrong (Rigtering & Weitzel, 2013).

Personal obstacles relate to barriers within the individual's approach or mindset that forms a barrier to successful intrapreneurship. For example, being too ambitious or unrealistic in their approach or lacking in self-esteem (Boon et al., 2013). However, Boo (2008) offers that it is the mindset of the intrapreneur that can be the most significant barrier to their own success through becoming disillusioned or cynical. Alternatively, Douglas and Fitzsimmons (2008) suggest it is the level of an intrapreneur's self-efficacy, that influences their perception of the feasibility of their initiative. Self-efficacy relates to the intrapreneur's belief in their capability to perform the needed intrapreneurial tasks to reach success and removing self-doubt is argued to be able to reduce this barrier (Mair, 2005). Having the right skills is another personal factor. According to Peirce and Kruger (1993), the wide range of skills required to be an intrapreneur in the public sector means that only a few people are capable (Peirce & Kruger, 1993). This ranges from persuasion skills, political skills, negotiation skills, management skills, technical skills in the intrapreneur's field and finally having the capability and capacity to perform high volumes of work.

Reflecting on the obstacles faced by intrapreneurs, Kanter (1984) argues that personal obstacles and characteristics only become important if an organisation has low entrepreneurial orientation. Forster et al. (1996) agree with this notion, offering that the most important factor for intrapreneurial success is the group desire for change, with individual characteristics being of lower relevance. Pinchot and Pellman (1999) further contend that every employee is capable of being an intrapreneur and it is the lack of encouragement, project sponsorship and organisational systems that block intrapreneurs from emerging and being successful. To summarise these scholars, as

long as social and organisational support are present, the intrapreneur's mindset and other characteristics that could be perceived as barriers are of low relevance. However, these arguments are unhelpful in trying to understand how intrapreneurs can overcome obstacles when the very reason that intrapreneurial initiatives are instigated is because the social and organisational support is lacking, otherwise their initiatives would likely form part of a formal innovation strategy (Manimala, Jose, & Thomas, 2006) in alignment with an organisation's corporate entrepreneurship strategy (Ireland et al., 2009).

Following this line of thought, part of the role of the intrapreneur is therefore to build the needed organisational orientation and social support as the means of overcoming obstacles. Although little is known about how intrapreneurs can overcome obstacles, what can be gleaned from the studies to date that touch on this issue is that the personal characteristics and constraints of the intrapreneur are very relevant to the process of overcoming obstacles, contrary to Kanter (1984), Forster et al. (1996) and Pinchot and Pellman (1999) contentions. For example, it is suggested that by digging their heels in and persistently promoting and pushing their idea through to implementation and being "willing to hang in there and ride out any adversity that comes and tries to take your hopes and dreams and crush them" an intrapreneur can overcome obstacles (Azami, 2013, p. 198). This includes maintaining commitment and drive and nurturing their idealism for making a difference (Boo, 2008). Another example involves the intrapreneur acquiring the needed skills to address their challenges such as skills in change management (Manimala et al., 2006), skills in the politics of change (Dovey & McCabe, 2014), skills in 'getting things done' (Ramamurti, 1986) and skills in obtaining and using power (Kanter, 1984). Further examples relate to the intrapreneur building trust through sharing information about the initiative and the attached risks, excellent governance and management of risks (Boo, 2008), establishing credit with colleagues (Peirce & Kruger, 1993), building a positive reputation as well as a network of connections and status through participation in professional organisations and other relevant groups (Mack et al., 2008), building knowledge of where to find the resources and support necessary (Peirce & Kruger, 1993) and stewarding ideas through gathering the management support and resources required (Dovey & McCabe, 2014). Finally, it

is suggested that if needed, an intrapreneur can usurp the rule of bureaucracy (Peirce & Kruger, 1993) or exercise covert leadership (Dovey & McCabe, 2014), such as undertaking the initiative in secret, hidden or tacit ways (Buekens, 2014; Puech & Durand, 2017) or perform bootlegging behaviour by providing their own resources to develop the idea and circumvent official processes (Globocnik & Salomo, 2015).

Learning is another way that intrapreneurs can overcome challenges (Boon et al., 2013). Considering that the assumed prerequisites of intrapreneurial success are a combination of intrapreneurial competence and experience (Wiethe-Körprich et al., 2017), the way to develop that competence and grow from that experience, is through a learning process. Boon et al. (2013) contend that developing intrapreneurial competence is an experiential process, through facing the challenges involved in achieving their vision, negotiating those challenges, attempting to overcome the challenges by using role models and good practices, and finally, reflecting on their experiences to generate lessons for themselves.

To summarise, overcoming obstacles and responding to challenges, intrapreneurs face internal barriers to implementing their initiatives in the form of organisational, social/interpersonal and personal constraints. Scholars have suggested a variety of mechanisms that intrapreneurs have used, or could use, to respond to these challenges. Each of these suggestions relates to personal elements of the intrapreneur such as a skill, knowledge, attitude, mindset or social, political, intellectual or emotional capability, or even investment in personal learning. Having exhausted the intrapreneurship literature, the wider entrepreneurship literature is now reviewed regarding mechanisms entrepreneurs use to overcome obstacles to provide insights that may be applied to intrapreneurs.

2.4.4 Resilience

In the independent entrepreneurship literature, the dominant personal characteristic used in overcoming obstacles is resilience, referred to as entrepreneurial resilience (Lee & Wang, 2017). Resilience is considered to be an important quality of entrepreneurs (Manzano-Garcia & Ayala Calvo, 2014) and most significantly, has

been found to play a role in the success of entrepreneurs (Bernard & Barbosa, 2016; Fisher, Maritz, & Lobo, 2016; Hayward, Forster, Sarasvathy, & Fredrickson, 2010; Manzano-Garcia & Ayala Calvo, 2014; Markman & Baron, 2003; Sun, Buys, Wang, & Stewart, 2011). Moreover, some scholars have argued that it is a necessity that entrepreneurs are resilient (Duening, 2010; Hayward et al., 2010) because entrepreneurship is, in its nature, characterised by stress, adversity (Fisher et al., 2016) and facing uncertain situations (Manzano-Garcia & Ayala Calvo, 2014). Entrepreneurs need to overcome obstacles and continually adjust to changes in situations and resilience can assist entrepreneurs to do just that (Duening, 2010; Hayward et al., 2010). This is further supported by research demonstrating resilience is more prevalent in entrepreneurs than in the general population (Fisher et al., 2016).

Entrepreneurial resilience is not well understood, defined or explained (Fisher et al., 2016). Consequently, it has been viewed as a metaphor for bouncing back after adversity, considered to be important to understanding entrepreneurship, but not further articulated (Welsh, 2014). A resilient entrepreneur is described as tolerating ambiguity (De Vries & Shields, 2006), coping with stress (Manzano-Garcia & Ayala Calvo, 2014) and adversity (Tengeh, 2016), being protected from environmental challenges (Sun et al., 2011), learning from failure (Tugade & Fredrickson, 2004) as well as being willing to work hard and act with persistence to achieve success (Holland & Shepherd, 2013).

Research on entrepreneurial resilience concentrates on the reasons some individuals, and not others, are able to successfully develop new ventures (Gartner, 1988). Much of the research involves searching for the trait, characteristic or situation that can explain how some individuals will function effectively or even flourish during challenging and stressful circumstances and others will not (Baum & Locke, 2004; George et al., 2016; Palich & Bagby, 1995; Sarasvathy, 2004; Ürü, Çalıskan, Atan, & Aksu, 2011). More specifically, the entrepreneurial resilience literature at the level of the individual can be divided into research that conceptualises resilience as a trait or ability of the entrepreneur, in comparison to literature that conceptualises resilience as

a response to a difficult situation by the entrepreneur (Bernard & Barbosa, 2016) that is, as a process and subsequent outcome (De Vries & Shields, 2006).

In addition to entrepreneurial resilience, the research on personal resilience in the work context is emerging as an increasingly popular theme in the literature (Linnenluecke, 2017; Luthans & Youssef, 2007). Considering that workplaces are becoming increasingly complex, with more competitive pressure and major changes leading to a turbulent work environment (King, Newman, & Luthans, 2016), it is not surprising that resilience in employees has been identified as being useful in the workplace (Avey, Luthans, Smith, & Palmer, 2010; Bardoel, Pettit, De Cieri, & Mcmillan, 2014; Luthans & Youssef, 2007; Luthans, Youssef, & Avolio, 2007; McDonald, 2014; Youssef & Luthans, 2007). Workplace adversity refers to a difficult or stressful situation or experience of hardship in an occupational context (Jackson et al., 2007). Not only is resilience seen as a measure of successfully coping with stress from negative events (Connor & Davidson, 2003), it is suggested to play a role in managing the stress of positive events such as new work responsibilities (Luthans et al., 2007; Youssef & Luthans, 2007).

Although interest from scholars and practitioners has been increasing, as resilience research can help to understand how employees manage workplace change and stress (Linnenluecke, 2017), research into employee resilience is not as well advanced as other adult resilience research and significantly less advanced than resilience research in the childhood development field (Vanhove, Herian, Perez, Harms, & Lester, 2016). Moreover, it has been described as rare, fragmented, inadequate and lacking in empirical studies (Sutcliffe & Vogus, 2003). Existing studies of resilience in the workplace context have primarily focused on social care, nursing and teaching (Bobek, 2002; Gu & Day, 2007; Kinman & Grant, 2011; McDonald, Jackson, Vickers, & Wilkes, 2016) which leaves major gaps in occupational contexts still needing to be explored. More research has been called on to examine the factors that foster resilience in the workplace and to explore both how resilience influences work outcomes, and how resilience is developed in individual employees (King et al., 2016).

Regarding intrapreneurship, which can be seen as bringing in both perspectives of entrepreneurial resilience and workplace resilience, resilience has been identified as a disposition required by intrapreneurs when “presenting and justifying IP [intrapreneurial] projects in order to convince other team members” (Wiethe-Körprich et al., 2017, p. 50). In this context, resilience is defined as “the skill to deal with setbacks and rejection” (Wiethe-Körprich et al., 2017, p. 50). Included alongside resilience is persistent behaviour, which is defined as “making tenacious efforts to overcome barriers and to reach set goals” (Wiethe-Körprich et al., 2017, p. 50). Resilience (Davis, 1999) and tenacity (Davis, 1999; Seshadri & Tripathy, 2006) were also discussed as characteristics of intrapreneurial orientation earlier this chapter. However, to the knowledge of this researcher, there have been no empirical studies conducted with the primary objective of examining resilience in the context of intrapreneurship. Considering the potential importance of resilience to the success of intrapreneurs and the potential for resilience to play a significant role in their experience of acting intrapreneurially, with the case of entrepreneurs and employees supporting this notion, a better appreciation for resilience is needed.

Turning to look at resilience in the psychology literature, Fletcher and Sarkar’s (2013) extensive literature review finds a variety of definitions and frameworks but propose that adversity and positive adaptation are the two consistent qualities that most definitions encompass. The definition from Luthan (2002, p. 702) is useful to this study, with its focus not just on overcoming adversity but also adapting to positive change, which is part of the intrapreneur’s experience, defining resilience as “the positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility”.

However, a number of concerns have been raised regarding the difficulty in defining resilience at the individual level due to resilience continually evolving across the various disciplines and domains studied (Southwick, Bonanno, Masten, Panter-Brick, & Yehuda, 2014). Firstly, there is a concern that there are many interlinkages between resilience and other concepts such as coping, recovery, and vulnerability (Masten &

Obradović, 2006; Shaikh & Kauppi, 2010). Secondly, there is a concern that the central terms are not used consistently (Luthar, Cicchetti, & Becker, 2000; Windle, 2011) and more so, that the conceptualisation is not unified (Jackson et al., 2007; Shaikh & Kauppi, 2010; Vanderbilt-Adriance & Shaw, 2008). Next, there is a concern that conceptualising resilience is “a complex family of concepts” (Masten & Obradović, 2006, p. 22) where many contexts, personal characteristics, life circumstances (Connor & Davidson, 2003) and pathways (Masten & Obradović, 2006) need to be considered. Finally, there are critics that warn that resilience may not be observable through empirical research (Linnenluecke, 2017).

There are four major streams of research in the psychology literature on resilience that are useful to providing an understanding of intrapreneurial resilience. Firstly, resilience was originally studied in the developmental and clinical psychology fields focusing on children and their ability to bounce back from, or even thrive after, traumatic experiences (Masten, Best, & Garmezy, 1990). The outcome of these studies was the identification of a set of internal characteristics that enabled this adaptation to occur (Rutter, 1985; Werner & Smith, 1992). This has been referred to as the Trait Model of resilience (Bonanno, 2004; Waugh, Wager, Fredrickson, Noll, & Taylor, 2008). Resilience as a trait sees resilience represented as a set of characteristics that enable individuals to adapt to adverse circumstances (Connor & Davidson, 2003; Jackson et al., 2007). Traits are something conceived as a stable part of personality. For this reason, in the trait model, traits cannot be developed and individuals are perceived as either having this trait or not (Vanderbilt-Adriance & Shaw, 2008).

Psychometric tools have been designed to measure trait resilience. For example, the Resilience Scale (RS) from Wagnild & Young (1993), the Resilience Scale Audits (RSA) from Friborg, Hjemdal, Rosenvinge, & Martinussen (2003), the Dispositional Resilience Scale (DRS) from Bartone (2007) and the Connor-Davidson Resilience Scale (CD-RISC) from Connor & Davidson (2003). Although there is not yet a measure of entrepreneurial resilience that is commonly accepted by researchers (Manzano-Garcia & Ayala Calvo, 2014), the CD-RISC (Connor & Davidson, 2003) has been used to measure resilience in entrepreneurs (Fisher et al., 2016; Manzano-

García & Ayala Calvo, 2013; Manzano-Garcia & Ayala Calvo, 2014) and has also been used to measure resilience in employees in the workplace (Mallak & Yildiz, 2016). For instance, the findings of Manzano-Garcia and Ayala Calvo's (2013; 2014) study of nine hundred Spanish entrepreneurs, using the CD-RISC, demonstrated that entrepreneurial resilience could be measured by the three factors of hardiness, resourcefulness and optimism. Also, the findings of the Fisher et al. (2016) study of two hundred and fifteen founding entrepreneurs demonstrated that entrepreneurial resilience could be measured by the two factors of hardiness and persistence. However, there are critics of the use of such tools warning that insights gathered through measurement tools are driven by the selection of variables and may be missing as yet uncovered resilience related factors (Cumming et al., 2005).

Looking to a second research stream, extending beyond the trait model, the State-Like perspective uses terms such as 'assets' and 'protective factors' to describe qualities of an individual which increase the likelihood that an individual can bounce back from disruption or stress (Vanhove et al., 2016; Windle, 2011). Protective factors or assets are those characteristics that promote resilient behaviours (Mallak & Yildiz, 2016) and these factors are conceived as more like individual strengths that can be developed (Windle, 2011). Contrary to protective factors, risk factors are harmful influences (Luthans & Youssef, 2007) seen as increasing the likelihood that adversity will have a negative impact. They are also referred to as vulnerability factors (Luthans & Youssef, 2007) because risk factors are those that promote vulnerable behaviours (Mallak & Yildiz, 2016). The term 'personal resources' is also used to describe a similar state-like quality. However, personal resources facilitate the building of resilience and staying motivated during adversity rather than being perceived as characteristics possessed by individuals that directly promotes resilient behaviour like an asset or protective factor (Fredrickson, Tugade, Waugh, & Larkin, 2003). These personal resources can be categorised in terms of intra-individual, interpersonal, and environmental/contextual (Schetter & Dolbier, 2011). The state-like perspective supports the notion of interventions that assist further developing an individual's protective factors, assets and personal resources, due to the perceived malleability of states over traits (Luthans & Youssef, 2007).

The third research stream looks beyond the trait and state approaches with resilience conceptualised as an outcome such as the positive adaptation to adversity and the achievement of intended performance or well-being levels (Luthar et al., 2000). This approach sees adversity as an opportunity for learning, growth and development (Bonanno, 2004; Jackson et al., 2007; Ryff & Singer, 2003). Consequently, it is linked to achieving personally, and organisationally, meaningful goals (Luthans & Youssef, 2007). Some of the most recent literature focus falls into this category, which has been influenced by the positive psychology movement (Masten, 2001). For example, resilience as an outcome is perceived as more than just returning to the original state, post adversity, but rather it is about going beyond returning to normal and transcending adversity (Luthans, 2002). In this conceptualisation, resilience is not stable, rather it can be developed through interventions, in line with the state-like approach (Luthans, 2002).

The final perspective of resilience, and competing definition, is resilience as a process (Garland, Farb, Goldin, & Fredrickson, 2015; Luthar et al., 2000; Shaikh & Kauppi, 2010). The focus of the process approach is on how an individual faces adversity and positively adapts through accessing and using their various internal and external resources to build effective means of coping (Garland et al., 2010; Luthar et al., 2000; Masten, 2001; Wright, Masten, & Narayan, 2013). Resilience as a process is seen as an interaction between the individual, their life, their personal resources and their environment (Windle, 2011). These attributes work together to provide individuals with the skills, knowledge and ability to face challenges (De Vries & Shields, 2006). The argument is that it is not the existence of protective factors that is seen as critical, but the interaction between the factors (Rutter, 2006). Finally, the process approach is described as a person-in-context phenomenon, and considered to be an interactionist view of resilience (Pangallo, Zibarras, Lewis, & Flaxman, 2015). The process approach sees resilience as something that can develop and grow over time (Robertson, Cooper, Sarkar, & Curran, 2015) and that challenging experiences assist in developing resilience, where earlier navigation through adversity assists subsequent resilience

responses (Rutter, 2006). Moreover, adversity is perceived as an opportunity for learning and personal development (Luthans & Youssef, 2007).

The process perspective emphasises the connection between personal resources and outcomes (Glantz & Sloboda, 2002). For this reason, it can be seen as bringing together aspects of the state-like approach to resilience and the outcome approach to resilience. This approach also supports the delivery programs and interventions to develop and maintain resilience (Pipe et al., 2012; Vanhove et al., 2016; Westman, Hobfoll, Chen, Davidson, & Laski, 2004) since in this perspective, resilience is not an end but a continuing process (Glantz & Sloboda, 2002).

There are two key theories that underpin the personal resilience literature, namely, the conservation of resources theory and the broaden and build theory. The conservation of resources theory, developed by Hobfoll (1989), purports that individuals aim to obtain and retain resources to help them to prepare for and cope with stress when it occurs. Conservation of resources theory has been used to understand the management of stress in the workplace by individuals (Westman et al., 2004). Experiencing adversity may deplete resources (Hobfoll, 1989) and strategies to minimise resource loss are important and powerful (Westman et al., 2004). Consequently, those that are at risk of facing adverse situation may require a higher reserve of resources to pull from (Hobfoll, 1989).

Alternatively, the broaden and build theory, developed by Fredrickson (2001), purports that positive emotions widen the coping strategies available to the individual and consequently enhance their resilience against adversity (Folkman & Moskowitz, 2000; Fredrickson, 2004; Fredrickson & Branigan, 2005; Tugade & Fredrickson, 2004). Tugade and Fredrickson (2004) argue that every person has the potential to have resilience, however the level of resilience is determined by a range of aspects like each person's risk and protective factors as well as their individual qualities, experience and environment. Positive emotions trigger an upward spiral where positive emotions, and the broadened thinking and mindset that is created through those positive emotions, reciprocally influence each other to increase well-being over

time (Fredrickson, 2001). This broadened mindset consequently builds an individual's personal resources, such as their physical, intellectual, social, and psychological assets (Fredrickson, 2001) and it is these personal resources that facilitate the building of resilience (Fredrickson et al., 2003).

To summarise resilience, the entrepreneurial resilience literature as well as the workplace resilience literature both demonstrate the significant potential that the personal quality of resilience may have in understanding how intrapreneur's overcome obstacles and respond to challenges. However, to the knowledge of this researcher, there have been no empirical studies conducted with the primary objective of examining resilience in the context of intrapreneurship. Additionally, there is currently limited knowledge of resilience in both the entrepreneurship and workplace contexts. The psychology literature points to four approaches to understanding resilience, as a trait, an asset, an outcome and a process, along with two major theories regarding the use of resilience, namely, the conservation of resources theory and the broaden and build theory. Each of these approaches and theories assist in illuminating the possible use of resilience in the context of intrapreneurship. Table 2-7 below provides a chronological summary of major entrepreneurial resilience studies that can provide insights into intrapreneurial resilience through the factors, traits, characteristics, outcomes and processes identified.

Table 2-7: chronological summary of major contributions to the entrepreneurial resilience literature

Author / Year	Contribution
De Vries & Shields (2006)	Case study of thirteen working entrepreneurs (owner operators of small to medium sized enterprises or SMEs) interviewed about their experiences in building a sustainable enterprise. Factors identified: Holistic Positivism, Motivation, Perseverance, Flexibility
Hayward et al. (2010)	Confidence was studied as a positive emotion to generate the four forms of resilience that increases the ability of entrepreneurs and their likelihood of founding and succeeding with another venture. Four forms of resilience identified: Emotional resilience, Cognitive resilience, Social resilience, Financial resilience
Sun et al. (2011)	38 890 Chinese entrepreneurs were surveyed on resilience characteristics. Characteristics identified: Need for achievement , Creativity and innovation, Flexibility, Knowledge seeking
Manzano-Garcia et al. (2014)	900 Spanish entrepreneurs were surveyed to examine applicability of the CD-RISC (25 items) trait resilience scale, to entrepreneurship. Traits identified: Hardiness, Resourcefulness, Optimism
Bernard & Barbosa (2016)	Life stories of three resilient entrepreneurs analysed in which a total of 206 critical events were identified. Developed a process model of resilience involving: meeting/finding resilience mentors; commitment to action; interim victories; the re-conquest of self-esteem; and the search for meaning and coherence
Fisher et al. (2016)	215 founding entrepreneurs surveyed to examine the relationship between resilience and entrepreneurial success using CD-RISC (10 items) trait resilience scale. Traits identified: Hardiness, Persistence
Corner et al. (2017)	Narrative and exploratory study of eleven entrepreneurs who experienced venture failure. Explored the extent to which entrepreneurs may, or may not, be resilient in the context of failure. Constructs induced from the data: Resilience mechanism: keeping other balls in the air (family, marriage, environmental mission), Emotion-focused coping: lessen distress and reframing, Problem-focused coping: cognitive change and new paths of gratification
Korber & McNaughton (2017)	Literature review of 144 papers at the intersection of entrepreneurship and resilience. Included identification of individual resilience traits in the existing literature. Traits identified in the literature: Optimism, Self-efficacy, Persistence, Sturdiness
Lee & Wang (2017)	Literature review of fifty-two empirical studies on entrepreneurial resilience. An integrative model of entrepreneurial resilience developed: Intrapersonal factors (Personal trait; Motivation; Human capital; Values and beliefs), Interpersonal factors (Formal and informal relationships; Team), Contextual factors (resource availability; culture; rules and regulations; industrial characteristics)

2.5 Literature and the present study

As established earlier in this chapter, intrapreneurship is going through a phase of revival, after many years of limited scholarship, with only a small number of key constructs and concepts having recently been developed and yet to achieve wide acceptance. Nearly a decade ago, Duxbury and Murphy (2009) bemoaned the lack of understanding of who intrapreneurs are, how they overcome obstacles and gather support, and key success factors for their initiatives. Yet the most current literature review undertaken on intrapreneurship (Blanka, 2018), demonstrates these same concerns exist. Moreover, the value of the work of intrapreneurs is arguably increasing, in the current work environment characterised by turbulence, competition and knowledge work, signifying even greater need for research attention (Blanka, 2018; Duxbury & Murphy, 2009).

This discussion regarding the state of the intrapreneurship literature is in alignment with the call for more studies that focus on creating actionable knowledge through practically relevant questions and addressing challenges faced by individuals, managers, policy makers and other stakeholders (Bygrave, 2007; Kuratko et al., 2004; van Burg & Romme, 2014; Zahra & Wright, 2011). In this context, it is unsurprising that scholars such as Wiethe-Körprich et al. (2017) have argued for more research to support developing an intrapreneurial mindset of employees in daily working life as well as how intrapreneurial dispositions can be best learnt and taught.

Turning to the case of the public sector, public intrapreneurship is yet to establish separate constructs, frameworks or conceptualisations. Zampetakis et al. (2007, p. 22) argue for “the importance of identifying the specific facets of entrepreneurial behaviour that are relevant to public sector front line staff”. Sundin and Tillmar (2008) support the need to fill this gap by requesting more research on public entrepreneurship beyond top management, naming frontline staff as a key research area. Meynhardt and Diefenbach (2012) also call for research into the micro level actions of individual employees attempting to exploit opportunities, inquiring whether individuals can leverage their organisations through political actions, or provide the needed legitimacy for public entrepreneurial initiatives through their social status.

This study answers these requests by starting the process to close the gaps identified. For example, this study into intrapreneurship contributes to increasing the knowledge on who intrapreneurs are and what they do. Moreover, it contributes to the knowledge lacking on the intrapreneurial mindset of employees in daily working life as well as providing empirical research to support the nascent theoretical foundations of the intrapreneurship field. Most significantly of all, this study contributes to much needed conceptualisations for early theory development of the field of public intrapreneurship, responding to the requests to explore the conduct of intrapreneurship in the public sector, looking at the micro, frontline and employee level activities, individual actions and attitudes.

2.6 Chapter summary

This chapter has located this study inside the existing body of knowledge, context and definitions within the fields of entrepreneurship, corporate entrepreneurship, public entrepreneurship, corporate intrapreneurship and public intrapreneurship. Based on these foundations, a definition of public intrapreneurship was built for this study. Following this, the theoretical framework for this study was presented encompassing intrapreneurial behaviour, intrapreneurial orientation, intrapreneurial strategy, and intrapreneurial process and activities. Then a summary of the literature on the intrapreneur's experience was presented, providing the context for the study findings. This encompassed intrapreneurial risk taking, the personal consequences of acting intrapreneurially, overcoming obstacles, responding to challenges and engaging resilience. Finally, the gaps in the literature were summarised in order to demonstrate the need for this study on public intrapreneurship. The next chapter will introduce the research design and methodology used in this present study.

3 METHODOLOGY & RESEARCH DESIGN

3.1 Introduction

This chapter outlines and provides a rationale for the qualitative research approach, use of phenomenology, and in particular, use of interpretative phenomenological analysis as well as the implications of insider research. Next, the chapter guides the reader through the steps involved in participant recruitment, data collection, data analysis, ethical considerations and personal reflexivity. This is followed by an evaluation of the study including a discussion on validity, quality, transferability and limitations.

3.2 Qualitative research

3.2.1 Overview of qualitative research

Qualitative research refers to a complex set of interconnected terms and concepts and is defined by Denzin and Lincoln (2007) as:

“a situated activity that locates the observer in the world. It consists of a set of interpretive, material practices that make the world visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them”. (p. 4)

Empirical materials and artefacts are studied by qualitative researchers through the use of interpretative practices in order to better understand their meaning to the lives of individuals (Denzin & Lincoln, 2007; Flick, 2009). Each set of procedures or interpretative practice used enables a different perspective on the world (Denzin & Lincoln, 2007). The emphasis is on the social construction of reality, situational constraints, how experience is given meaning and the relationship between the researcher and the subject matter (Denzin & Lincoln, 2007; Flick, 2009). Altogether,

qualitative research can be viewed as a process, originating from philosophical assumptions and worldviews, moving through a theoretical lens and enacted through a set of procedures around studying human problems (Creswell, 2012).

According to Creswell (2012) there are nine common characteristics of qualitative research methods covering (1) a natural setting for data collection, (2) the researcher as key instrument for data collection, (3) multiple sources of data collection, (4) inductive data analysis, (5) focus on learning the participant's meaning, (6) allowing for an emergent research design, (7) use of theoretical lens, (8) use of interpretive inquiry, and (9) providing a holistic account of the study topic. For comparison, the focus of quantitative research is cause and effect relationships between variables, with the aim of seeking an explanation for an event, situation or experience (Denzin & Lincoln, 2007). According to Denzin & Lincoln (2007), quantitative researchers argue their work is objective and without a value based framework. The major differences between qualitative and quantitative research approaches can be identified by the criteria used for evaluating research, the method in which the individual's point of view is being captured, the focus on particular cases in contrast to large numbers of randomly selected cases, and the focus on descriptive detail in contrast to developing generalisations (Denzin & Lincoln, 2007).

By selecting a qualitative research approach, the researcher has agreed to a number of philosophical assumptions (Creswell, 2012). According to Creswell (2012), ontologically, the qualitative researcher views reality as subjective and accepts many perspectives. Epistemologically, the qualitative researcher seeks a close relationship with the participant through minimal distance. Axiologically, the qualitative researcher recognises that their research involves bias and value frameworks that shapes their interpretations. Rhetorically, the language used by the qualitative researcher is an informal or narrative style where personal voice can be engaged. Methodologically, the qualitative researcher studies their subject matter within its context, allows for an emerging design and engages inductive approaches.

In addition, qualitative researchers will tend to accept one or more of the dominant paradigms that influence the practice of their research (Creswell, 2012). This is the case for this present study, where I embraced social constructivism, which is commonly associated with phenomenological studies, the methodology used in this study (Creswell, 2012). According to Creswell (2012), in a research setting, social constructivists wish to understand their study participants by appreciating their view on the world that they live and work in through the subjective meanings that their study participants have placed on something. Under social constructivism it is understood that meanings are formed socially and historically. The impact of a social constructivist worldview to this study is my reliance on the participant's perspectives on the phenomenon studied, the use of broad, open ended questions, the sensitivity to the participant's contexts, and the generation of theory through inquiry. In addition, I understand that my own experiences and background shapes my interpretation of the meaning that study participants have shared.

3.2.2 Rationale for adopting a qualitative approach

Many scholars have argued that there is a lack of diversity in research methods in entrepreneurship (Karatas-Ozkan, Anderson, Fayolle, Howells, & Condor, 2014; Neergaard & Ulhøi, 2007). In particular, scholars have asserted that the positivist approach dominates the current body of knowledge (Abebrese, 2014; Chandler & Lyon, 2001; Hlady-Rispal & Jouison-Laffitte, 2014; Neergaard & Ulhøi, 2007; Robert, Gerard, Seonaidh, & Drakopoulou, 2013). However, qualitative, post-positivist approaches have been argued to be both appropriate and capable of addressing interesting and fundamental entrepreneurship questions (Karatas-Ozkan et al., 2014).

Scholars of entrepreneurship contend that qualitative researchers are able to research the phenomenon to a greater depth and to take in a wider variety of propositions to explore and analyse than quantitative researchers (Kuratko et al., 2004). This includes entrepreneurial constructs (Kuratko et al., 2004) and the study of the subtleties and the interplay between dimensions (Karatas-Ozkan et al., 2014). Moreover, some scholars have identified a number of specific research gaps that they suggest only qualitative

research can respond to. For example, qualitative researchers have been called upon to provide descriptive research to assist in building the maturity of the field with a focus on observing how entrepreneurship actually occurs and to investigate what entrepreneurs do (Kuratko et al., 2004). Similarly, Zahra and Wright (2011) discuss the shortage of entrepreneurship researchers focusing on practically relevant questions and challenges faced by individuals, managers, policy makers and other stakeholders and, along with van Burg and Romme (2014), they call for more relevant, actionable knowledge.

Turning to look specifically at intrapreneurship, the recent literature review from Blanka (2018) summarised that 69% of intrapreneurship research in scope followed a quantitative research design method with quantitative approaches dominating the literature since 2010. Regarding the qualitative research that has been conducted, the vast majority used a case study approach (Blanka, 2018). To gain a greater depth of understanding of the intrapreneur and intrapreneurial behaviour, Wiethe-Körprich et al. (2017) argue that diversity of research methods is needed. Moreover, regarding methodologies, Duxbury and Murphy (2009) believe that greater variety is required in order to advance theory development and bring greater practical relevance to the field.

Edmondson and McManus (2007) contend that the level of maturity of the theory development within the research discipline should be considered when selecting a research method. Exploratory qualitative research is best used when little is known regarding a phenomenon. As the theory matures and the consensus grows amongst researchers, the research moves to a mixed methods approach, so as to develop new constructs and demonstrate relationships, and then to a quantitative research approach to enable specific tests to be undertaken. This is highly relevant to the field of public intrapreneurship which is yet to establish separate constructs, frameworks or conceptualisations (Meynhardt & Diefenbach, 2012; Sundin & Tillmar, 2008; Zampetakis, Moustakis, & Vassilis, 2007).

Going beyond the quantitative versus qualitative debate, an increasing number of scholars wish for more integrated developments in the field (Wiklund, Davidsson,

Audretsch, & Karlsson, 2011). This is motivated by the belief that relating the multiple theories, frameworks and approaches that originate from entrepreneurship research will improve the discipline (Tatli, Vassilopoulou, Özbilgin, Forson, & Slutskaia, 2014). To meet these desires, a more pluralist approach is required which, with the current lack of qualitative studies, also results in the need for growth in qualitative approaches (Abebrese, 2014; Bygrave, 1989; Dana & Dana, 2005).

A quantitative research approach would not be able to address the exploratory nature of this study's research question. Considering that quantitative approaches generally restrict responses to pre-selected answers, there is an assumption that the body of knowledge around the study phenomenon is established enough to be able to make those determinations. In the case of this study, there is scarce research available to enable this determination (Boon et al., 2013). In addition, quantitative approaches focus on the many and on the general (Teddlie & Tashakkori, 2009). In order to review lived experience, and the meaning attached to that, this study requires a focus on the individual and the intricate. The intent of this study is to provide space for the study participant to explore topics that best elaborate on their experience, providing them with the ability to focus on what they determine as significant rather than conducting them to pre-selected discussion points.

To summarise, there is alignment in the call for more qualitative studies in the overall field of entrepreneurship as well as the fields of intrapreneurship and public intrapreneurship. Consequently, this establishes the need for more qualitative research, specifically qualitative research outside the case study approach, with a focus on addressing practical questions. It is the study of the phenomenological level of experience through the phenomenological research method that will address these concerns (Kauko-Valli, 2014), through providing practical and actionable knowledge in order to answer the problem of how challenges currently facing practitioners can be addressed, through using a methodology outside the dominant case study approach.

3.3 Phenomenology

3.3.1 Overview of phenomenology

This study uses the methodology of phenomenology, one of the five major qualitative research approaches (Creswell, 2012). The phenomenological perspective proposes that the way the world is experienced by individuals, and their perception of reality, is what needs to be understood (Patton, 2002). Phenomenology is both a philosophy and a qualitative research methodology (Geanellos, 1998; Lopez & Willis, 2004; Patton, 2002). A phenomenological study is one that explores a phenomenon in order to describe and understand the essence of the lived experience through the development of patterns and relationships of meaning (Creswell, 2012; Moustakas, 1994; Patton, 2002).

There are two leading schools of phenomenology, descriptive (transcendental) phenomenology and interpretive (hermeneutic) phenomenology (Lopez & Willis, 2004). Although both schools emphasise the importance of understanding human lived experiences and the inter-subjective life-world, there are some key differences (Wojnar & Swanson, 2007). Descriptive phenomenology originates from the works of Husserl (1913/1983), and aims to provide accurate descriptions of aspects of the human experience (Ehrich, 1999). This school of thought views a person as one representative of the world in which they live, believes that humans share consciousness and believes that using scientifically rigorous techniques, such as the process of bracketing where the researcher sets aside their own experiences and prior theoretical knowledge, can lead to bias free descriptions of universal essences (Koch, 1995).

On the other hand, interpretive phenomenology originates from the works of Heidegger (1927/1996), a student of Husserl (Anosike, Ehrich, Ahmed, Anosike, & Ahmed, 2012). Interpretive phenomenology aims to provide insights into human experience (Ehrich, 1999), understand the phenomena in context and views a person as a self-interpretive being (Koch, 1995). In addition, interpretive phenomenology believes that humans share contexts of culture, practice, and language, that researchers

co-create interpretations of a phenomenon with participants and that interpretations are meaningful because of the prior understanding and co-creation (Koch, 1995).

3.3.2 Rationale for using phenomenology

There are a number of arguments to support the appropriateness of phenomenology research in the field of entrepreneurship, which can be extended to intrapreneurship as one of its sub-fields. Firstly, entrepreneurship involves intense emotional activity (Cardon, Zietsma, Saporito, Matherne, & Davis, 2005) and social relationship development (Jack & Anderson, 2002). Phenomenology is viewed as well suited for studying “affective, emotional, and often intense human experiences” (Merriam, 2014, p. 26). Secondly, the study of entrepreneurs and entrepreneurial behaviour has a wide scope of potentially relevant information, including situational contingencies, life history and relationships (Berglund, 2015). Phenomenology is a method that can capture such rich data in a sympathetic and appreciative manner and can provide thick elaborations to constructs (Berglund, 2007; Cope, 2005). Finally, positivist entrepreneurship research has lost sight of entrepreneurs as complex human beings whereas phenomenology can provide the needed understanding within a contextual and subjective process (Berglund, 2015).

It could be reasoned that other qualitative methodologies might have been appropriate for this study on exploring the experience of acting intrapreneurially in the public sector. If the focus was on exploring the life of an intrapreneur, a narrative research approach could have been more appropriate. Alternatively, if the intent was to describe and interpret the shared culture of public sector intrapreneurs, an ethnographic approach could have been more appropriate. Furthermore, if the intent of the study was to examine one or more cases of intrapreneurship, examining the intrapreneurial event or intrapreneurial initiative itself, then a case study approach could have been more appropriate. Finally, if the intent of the study was to generate a theory of intrapreneurship, drawing for sociology with a focus on capturing social processes and the interaction between individuals, then grounded theory could have been more appropriate (Creswell, 2012).

However, although each of these research approaches has merit, the central focus of each approach does not meet the needs of this study's research question. Research design must be driven by, and be appropriate for, the research problem (Creswell, 2012). Phenomenology should be used for problems that require an understanding of the experiences of a lived phenomenon of many individuals through studying a number of individuals that have shared that experience (Marschan-Piekkari & Welch, 2004). For example, to understand the essence of an experience and for topics that need to consider how and why people do what they do (Marschan-Piekkari & Welch, 2004). To explore how public sector employees think about and experience acting intrapreneurially, only a phenomenological approach encompasses the needed emphasis on shared lived experience from an individual perspective.

3.4 Interpretative phenomenological analysis (IPA)

3.4.1 Overview of IPA

This study follows interpretative phenomenological analysis (IPA), one of the key phenomenological approaches, developed by Smith (1996). Although IPA was first discussed in the 1990s, it draws on concepts that are substantially more established (Smith, Flowers, & Larkin, 2009). It has been influenced by critical realism and social cognition (Fade, 2004) as well as symbolic interactionism (Smith & Osborn, 2004). Critical realism incorporates the ontology of the realist, believing that a real world exists independent of our perceptions, with the epistemology of a constructivist, believing that our understanding of the world is an outcome of our own perspectives (Creswell, 2009). Reality can be understood, but only imperfectly (Teddlie & Tashakkori, 2009). Social cognition is defined as "the ways in which we interpret, analyse and remember information about ourselves and other people" (Pennington, 2012, p. 9). Symbolic interactionism focuses on the importance of meaning and interpretation. Shared meanings are created through interpersonal interactions, a person's actions towards things are based on the meaning that they have for those things and the meaning of those things are handled by a person's interpretative process (Patton, 2002). Furthermore, IPA is underpinned by three key philosophical concepts discussed next, namely phenomenology, hermeneutics and idiography.

3.4.2 Phenomenology as a feature of IPA

Phenomenology “is the study of human experience and of the ways things present themselves to us in and through such experience” (Sokolowski, 2000, p. 2). First and foremost, IPA is concerned with examining the human lived experience (Snelgrove, 2014) and consequently, this method has been influenced by each of the major phenomenological philosophers from Husserl, with his focus on studying the individual’s personal understanding of experience as the source of knowledge, followed by Heidegger, Sartre and Merleau-Ponty (Smith et al., 2009). In IPA, it is argued that experience can be understood through the consideration of the meaning that people attach to those experiences (Smith et al., 2009). The aim of IPA is for experiences to be expressed by individuals on their own terms and it does not support predefined category systems (Smith et al., 2009). It draws from descriptive phenomenology in its aim to seek an insider perspective in order to describe lived experience and it draws from interpretative phenomenology in its aim to reveal and interpret meaning in lived experience (Charlick, Pincombe, McKellar, & Fielder, 2016; Fade, 2004).

3.4.3 Hermeneutics as a feature of IPA

Hermeneutics is the theory of interpretation and IPA is influenced by Heidegger’s hermeneutic approach to phenomenology as an interpretative process (Charlick et al., 2016). Interpretation is a fundamental aspect of IPA analysis (VanScoy & Evenstad, 2015). IPA holds the view that individuals wish to make sense of what is happening and their attempts at sense making are reflected through the accounts of their experiences (Smith et al., 2009; Snelgrove, 2014). In addition, the researcher is required to make sense of what is being said or written through deep interpretative engagement in the source (Smith et al., 2009). Consequently, and arguably the most dominant characteristic of IPA, is its engagement in a double hermeneutic process where the researcher is trying to make sense of the participant, who is, in turn, trying to make sense of what is happening to them (Gill, 2015; Shinebourne, 2011; VanScoy & Evenstad, 2015). The role of the researcher in the sense making process is clear,

with the researcher as second order, and within this double hermeneutic process, the participant and the researcher are said to interact through dialog and co-inform each other (Smith et al., 2009). Therefore, a key principle of IPA is the co-construction of the participant's experience (Smith et al., 2009). In this context, where the researcher is the co-constructor of establishing the participant's experience, the role of the researcher and their experience, belief, assumptions, predeterminations and assumptions is significant (Smith et al., 2009). The researcher's beliefs are seen as necessary in order to make sense of the experiences of others, rather than being seen as a bias (Fade, 2004).

3.4.4 Idiography as a feature of IPA

The final foundation of IPA is its commitment to idiography (VanScoy & Evenstad, 2015). IPA is interested and focused on the details of the particular case, the particular situation and context of a participant and the particular personal perspectives (Fade, 2004; VanScoy & Evenstad, 2015). It respects the unique circumstance and experience of each individual (Snelgrove, 2014) and consequently, asks questions such as what is the experience like for this person? What meaning is made by this person about what is happening? Moreover, Smith et al. (2009) explain it as both the desire for the researcher to position themselves in the shoes of the participant whilst also having the desire to stand alongside the participant and ask them questions. The aim is to capture both unique and shared experiences and IPA starts with examining each case in detail before moving to the next case (Smith et al., 2009). Analysis across the cases is only undertaken at the end of the process. The aim is not generalisation but rather the understandings of a small group (Fade, 2004).

3.4.5 IPA and insider research

Insider research refers to instances when researchers are a member of the group, organisation or culture in which they are undertaking their research (Greene, 2014). I am a public servant, employed by the South Australian public sector for twenty years. As a result, I have extensive prior knowledge of the sector, and the variety of individual organisations involved in the research study.

I am also an intrapreneur myself, having undertaken a variety of intrapreneurial initiatives within the public sector over those years. I have worked in the Administrative Officer stream in a variety of roles from junior officer to senior manager, in governance and corporate services functions. I've always acted proactively with a desire to improve and innovate in whatever area I'm working. I discovered quite quickly that change was not easy to implement in the public sector. There were always barriers, some of them formal barriers like compliance and regulatory barriers, but often I found that others just wanted things to stay the same, regardless of the argument for better outcomes with different approaches. However, through trying, I found that change could be made, it just required a lot of effort and a very good understanding of the organisational, political and social environment. I developed strategies to gain the support and resources to implement improvements and innovations by either trial and error or by observing what other successful people were doing and replicating it. Over time I developed a repertoire of tactics and I came to look at obstacles as amusing and expected challenges to be met. However, many others that I observed acting intrapreneurially became highly frustrated and despondent and over time their careers seemed to suffer as a result. It wasn't clear why some people were successful in their intrapreneurial activities, but many were not. This uncovered an area of investigation where my personal experiences have provided me with rare first-hand understanding of the research topic and research environment. As an IPA inside researcher I have the insights, contexts and nuances unavailable to researchers without this personal experience.

According to Breen, (2007) there are both advantages and disadvantages to insider research. In terms of advantages, insider researchers are already familiar with the research environment, they already have some knowledge of the context of the situation, the researcher may know the specific participants, or at least the types of individuals likely to be participants, which enables more natural interaction and the researcher may have easy access to potential participants. On the other hand, the disadvantages are that the researcher may be too subjective or too narrow in their approach and, most frequently cited, the researcher may be perceived as biased by projecting their views on the participants or the data analysis.

Considering my experience in the South Australian public sector, the context, the types of potential participants and research environment was well known to me. Access to participants was quite straight forward as I was aware of the most effective strategies for communicating my study and requesting participation, which is discussed in more detail later in this chapter. As the intent behind the study was to understand more about how others act intrapreneurially, I was seeking broader knowledge and asked open questions, taking purposeful steps to ensure that I was not being narrow in my approach or falling back on my personal experiences to subjectively guide the study, as this would be in opposition to the very intent of the study. Moreover, I did not share my personal experiences or points of view with any of the participants, in order to reduce any potential projection onto my participants. Rather, at the beginning of each interview I reiterated the content of the information sheet, covering my interest in, and purpose of, the study. I also provided general definitions from the existing body of knowledge on the study topic to emphasise the scope of the inquiry. During the data analysis, I was careful to follow the process steps proposed for IPA studies, ensuring I was being led by the data and not projecting any pre-existing views on the data. This can be demonstrated through the generation of themes that were unexpected, requiring me to re-look at the existing literature. The development of this new avenue of inquiry is further discussed in the data analysis section later in this chapter as well as the reflexivity section later in this chapter.

According to Breen (2007), insider researchers are exposed to additional methodological and ethical challenges that need consideration. For example, the need to ensure there is an appropriate degree of social and emotional distance as objectivity may be harder. Also, the researcher's lack of detachment may compromise validity, power struggles may be present or carried over from the researcher's status outside the study and access to confidential information or other aspects of the study may have potential negative impacts on the researcher in terms of relationships or job status.

I communicated my status as employed by the South Australian public sector and my role and organisation to the study participants during the participant selection process.

Participants were aware that this study was not formally endorsed by my employing organisation, nor any other entity of the South Australian public sector. In addition, study participants did not need to seek permission from their employing organisation to participate.

The interview data demonstrates that participants used my experience in the public sector as a way of referencing aspects of the South Australian public sector which would only be known to others with experience in the sector. For this reason, I felt the data collection was able to flow naturally and easily, and that being an insider researcher assisted me to quickly build trust and respect with participants. Study participants were both of higher employment classification than me as well as lower classification than me. It is possible that my role in middle management assisted me in quickly building trust and respect to both higher and lower classifications with ease, as that is a common phenomenon in the workplace itself. I suspect if I was ranked more senior, the issue of unequal power would have become more relevant with those of a lower classification level, and in reverse, if I was of a lower employment classification level, it may have been difficult to gain the trust and respect of those at significantly higher classification levels.

In addition, this research is regarding professional activities in a workplace and I approached this topic and the participants with the high degree of professionalism expected from professionals in the public sector. I believe this assisted in providing social and emotional distance between myself and the participants. Interviews were conducted during work hours and either in workplaces or locations that are professional in nature. Consent forms covering confidentiality were used, as discussed in more detail later this chapter. Field notes were taken and I kept an audit trail of records created during the research process. I did not believe at any time that my personal status or employment level unduly influenced or biased the study or participant contributions. The participants were very forthcoming with their stories, enthusiastic to be involved and communicated their satisfaction in being given an opportunity to share their experiences.

3.4.6 Rationale for using IPA in this study

Although IPA was developed from the field of psychology, it is now increasingly being used in the social sciences (Charlick et al., 2016) and, relevant to this study, it has been viewed as a growing method within organisational studies (Gill, 2014). This stream of phenomenology has been selected for this present study for a number of reasons. Firstly, IPA has been successfully used in two of the few phenomenological studies on entrepreneurship undertaken to date, namely the study conducted by Cope (2005) on entrepreneurial learning and the study conducted by Berglund (2007) on entrepreneurial action, exploring risk, opportunity and self in technology entrepreneurship. Secondly, as an insider researcher, I believe it would be difficult, and perhaps impossible with certain perspectives likely to be outside my consciousness, to attempt to bracket my personal experiences, knowledge, thoughts and assumptions as suggested by other phenomenological methodologies (Giorgi, Giorgi & Morley, 2017; Moustakas, 1994). IPA is a recommended technique for these cases as IPA actually seeks an insider perspective (Fade, 2004). Thirdly, IPA offers practical guidelines to using the research approach which is useful for students of phenomenology, such as myself (Brocki & Wearden, 2006; Smith, 2004). Finally, the origins in both descriptive and interpretative phenomenology align with this study's objective to both identify and describe the practice of public intrapreneurship as well as interpreting the experience of the intrapreneurs to build an in-depth understanding of the phenomenon.

3.5 Research design

3.5.1 Participants and recruitment

In phenomenological research, the key issue to selecting research participants is to determine whether the participant has the experience that the researcher is looking for (Englander, 2012). In addition, it is important that the participant is willing to be interviewed, tape-recorded and have the results published in a dissertation (Moustakas, 1994). Purposive sampling was used in this study where participants were selected because they can provide valuable information to the study (Teddlie & Tashakkori, 2009). This ensures that the group is homogenous in that they all believe they have the

experience of acting intrapreneurially in the public sector (Smith et al., 2009). Purposive sampling is the most common sampling technique for IPA studies (Smith et al., 2009).

A short article was placed in the South Australian Office for the Public Sector's newsletter which is circulated via email to subscribers. A copy of the article can be found in Appendix A. The newsletter is targeted at South Australian public servants as it provides news and articles of interest regarding major workforce initiatives, professional development opportunities and across-government innovation and change projects in the public sector. This newsletter was selected as the content was likely to appeal to public servants engaged in intrapreneurship. Considering that it is a subscription newsletter, where public servants must opt-in to receive it, this further supports the likelihood that the readers are proactive in their approach to work. Also, by publishing an article in this newsletter, it gave the study legitimacy and tacit endorsement from the Commissioner for Public Employment, who approves all newsletter content.

An initial consideration in the recruitment process was regarding the use of the term intrapreneurship, considering that it may not be a term that was well understood by readers of the article. However, the terms intrapreneur and intrapreneurship were not new to the South Australian public sector workforce. A number of conferences and seminars had been held on the topic in the prior 18 months before the data collection activities commenced for this study, which were jointly sponsored by the South Australian Government and the professional body representing the public sector, the Institute of Public Administration Australia. For this reason, it was judged suitable to use that term in the advertising for recruitment of participants.

Following the release of the newsletter, a number of people registered their interest to be involved. These registrants were provided with further detail on the study via email, a copy of which is provided in Appendix B. This included the 'Information Sheet for Participants' (Appendix C) and the 'Informed Consent Form' (Appendix D) as required by the Torrens University Ethics Committee. As part of the information

package, registrants were provided the definition of a public sector intrapreneurial activity to compare their experiences with, in order to judge their suitability for the study. At this stage, it was common that a short email exchange or phone conversation took place which helped the participant to judge their own suitability for involvement in the study as well as assisting me as the researcher to make this determination. My experience in the South Australian public sector assisted in understanding the initiatives that registrants had been involved in and consequently assisted in judging their suitability.

Along with seeking a homogenous sample of public servants experiencing acting intrapreneurially, the study also sought variation in personal and work characteristics. The intent was to enable the study to explore whether the experiences were common across the participants, regardless of other personal and work characteristics. The recruitment process enabled this goal to be achieved and the final group of participants included a range of public service employment classification levels, from frontline administrative services up to Chief Executive as well as from a variety of organisations, a variety of job functions, and a variety of work locations including city, metropolitan and regional workers. There was a lack of ethnic diversity within the sample, however, this is reflective of the workforce. Both genders were well represented with seven women and five men participating. In addition, participants represented a wide range of ages, between thirty and sixty-five, and participants held a variety of years working in the public sector, ranging from two years to thirty years.

According to Smith et al. (2009), there is no correct sample size for an IPA study, however they do offer some recommendations. For a professional doctorate, they recommend between four and ten interviews, which signifies there could be less participants considering that participants may be interviewed more than once. For a PhD, they recommend up to twelve participants. In Brocki and Wearden's (2006) evaluation of IPA, they found sample sizes between one and thirty. More generally, Creswell (2012) suggests between five and twenty-five participants for phenomenology studies and Teddlie and Tashakkori (2009) suggest that data saturation can customarily be achieved in phenomenological studies with around ten

participants. Saturation is reached when additional participants do not result in new information to the development of themes (Teddle & Tashakkori, 2009). The concern regarding larger sample sizes in IPA studies is the potential loss of meaning, however, Smith et al. (2009) suggest that the decision on sample size should be made pragmatically, considering the factors of richness of case data and the commitment to the individual case level of analysis, in comparison to any constraints that the researcher is operating within.

For this study, eleven participants were recruited directly as a result of the newsletter with one further participant recruited through a snowball sampling approach, totalling twelve participants. Snowball sampling is a common technique when suitable participants can be difficult to locate and involves requesting participants and other informants to suggest additional potential research participants (Teddle & Tashakkori, 2009). In this case it was a current public sector Chief Executive, of which there are very few, that was recruited through the snowball approach, supporting the notion that this technique is helpful to reach suitable, but difficult to secure, participants.

3.5.2 Data collection

Data collection procedures for phenomenological research generally involve in-depth interviews (Creswell, 2012). An in-depth interview provides a mechanism for participants to offer “rich, detailed and first-person accounts of their experience” (Smith et al., 2009, p. 56). It does this through an intimate focus on one person’s experience leading to the extraction of stories about the phenomenon including the thoughts and feelings of the participants about their experience (Wagstaff et al., 2014).

With IPA in particular, the dominant technique of in-depth interviewing used is the semi structured method (Smith et al., 2009). The semi structured interview is preferred because it allows “space to think, speak and be heard” (Smith et al., 2009, p. 57). The key feature of the semi structured interview is that it allows the researcher to modify the questions in light of the participant’s responses (Turley, Monro, & King, 2016). This allows a genuine dialogue, personal discussion and collaboration between researcher and participant to take place to reach the goal of the participant telling their

story in their own words (Smith et al., 2009). The semi structured interview respects the participant's judgement to focus on the most important aspects of their experience and the researcher follows the lead of the participant (Englander, 2012; Smith et al., 2009). In comparison to an unstructured interview, a semi structured interview can ensure there is some consistency and control of the format between all the participants while in comparison to a fully structured interview, the semi structured interview provides greater flexibility for the interviewer to allow the conversation to enter novel territory and consequently produce data that is richer (Smith et al., 2009; Turner III, 2010).

Importantly, the interview dialogue is purposeful and this is supported through using an interview schedule as loose agenda (King, 2004). Phenomenological researchers design specific questions to be asked of the research participant in an interview situation (Englander, 2012). These questions focus on ascertaining descriptions of situations when the participant has experienced the phenomenon by asking questions regarding 'what was it like?' (Englander, 2012). It is generally not helpful to directly ask an interview participant the question the researcher wants the answer to. Rather, in IPA studies, the intent is to come at the question 'sideways' (Smith et al., 2009). In this way, the purpose of the interview schedule is a guide to facilitate conversation (Smith et al., 2009; Turner III, 2010). Smith et al., (2009) recommends that the interview schedule of an IPA study contains six to ten open questions, with possible prompts, which would generally elicit forty-five to ninety minutes of conversation.

This study followed these key principles by conducting interviews that were both in-depth and semi structured. Interviews were arranged at a time and place convenient to the participant. Each interview was conducted face to face in a private meeting room, ensuring confidentiality, with the exception of one interview which was undertaken via video conference due to the significant physical distance between the participant and researcher (Bashir, Afzal, & Azeem, 2008). The intent was to ensure the participant felt confident and at ease with the situation. At the beginning of each interview, I reminded the participants that their participation was voluntary and that they can chose to stop their involvement in the study at any point during the research without any

negative consequences. All twelve participants signed the 'Informed Consent Form' (Appendix D) before the interview commenced. Participants were given the opportunity to request further information throughout the process.

A good interview is of critical importance in an IPA study and it is the responsibility of the researcher to create the best environment for this to take place (Smith et al., 2009). To facilitate this, a number of strategies were used (King, 2004). Firstly, I built rapport with the participants from the point of initial contact and then throughout their participation in the study. This was through engaging the participant's personal interest in being involved in the study and setting the scene for their involvement. Also, as an insider researcher, I was able to build rapport easily through sharing work background and interests. This also quickly built a level of trust between myself and the participant. At the beginning of the interview, I communicated the roles between the participant and myself as the researcher, requesting the participant consider the interview as a one-sided conversation (Smith et al., 2009). Throughout the interview, time was given to allow the participant to fully answer questions. Also time was given for silences and contemplation from the participant. Techniques such as active listening, paraphrasing and prompting were used (Wagstaff et al., 2014). In particular I concentrated on building deep engagement with the participant to ensure the richness of data required for IPA analysis (Smith et al., 2009).

An interview schedule was developed consisting of ten core questions, in three areas of interest (Appendix E), which follows the appropriate types of questions suggested by Smith et al. (2009). The first section of the interview defined the experience, leading the participant to describe what they had experienced including when it happened, who was involved and other background information. The second section focused on the actions taken by the intrapreneurs, focusing on how actions and processes happened and how obstacles were addressed. The final section was evaluative, asking the participant to reflect on their experience, what they enjoyed, learnt and what they would do the same or differently next time. To gain as much detail as possible, probes were used such as 'can you tell me more about that?' and 'can you add to that?' (Anosike et al., 2012).

After the initial opening conversation, I asked the first core question, ‘can you tell me about a time that you acted intrapreneurially?’. The intent of this question, in line with the principles of IPA, was to allow the participant the opportunity to raise an experience of significance to them (Smith et al., 2009). From this one question, most interviews naturally carried though discussion equivalent to the first two sections of the interview schedule with the occasional point of clarification or request for further detail. When the discussion was exhausted, this generally signified it was time to move into the evaluative and reflective questions, the third section of the interview. I then offered the participants the opportunity to make any additional comments at the end of the interview. The intent of preparing the schedule is to require the researcher to consider what needed to be covered in the interview and how that goal could be reached, thereby giving confidence to the researcher, and tools and techniques to draw on during the interview (King, 2004). In my case those aims were met and the schedule assisted me to feel more confident and prepared for the interview process, and focused my attention where needed.

Participants were interviewed for approximately ninety to one hundred and twenty minutes each, which correlates to standard qualitative interview ranges where the total interview time per participant is likely to be multiple hours (Englander, 2012). Each interview was audio recorded and later transcribed verbatim (Anosike et al., 2012). This included broken sentences, laughter and other spoken sounds made during the interview to fully capture the original dialogue. Data that could identify a participant was altered in order to maintain anonymity and confidentiality. Handwritten notes were also taken. Copies of the transcribed interviews were provided to the participants to confirm that the interview accurately reflect their intent and they were provided the opportunity to offer any additional thoughts (Bashir et al., 2008).

Each participant was willing to share their experiences and engaged fully with the interview process. Many of the participants expressed a desire for intrapreneurship to become a standard accepted practice in the public sector. They also expressed their hope that their contribution to this study may assist in that goal in some way.

Specifically, many participants communicated to me their hope that sharing their experience would help others and would assist in making intrapreneurship more prevalent in the public sector as well as making the process easier for those that do wish to act intrapreneurially.

3.5.3 Data analysis

The analytic focus of IPA is the “participant’s attempts to make sense of their experiences” (Smith et al., 2009, p. 79) and pre-existing views of themes, through current literature or supposition, are not supported. According to Smith et al. (2009), Although there is no single approach to undertaking data analysis in IPA, there are commonalities. For example, each approach has in common the iterative and inductive focus as well as the common process of moving from the particular to the shared. Other commonalities include moving from the descriptive to the interpretative, focusing on personal meaning making within specific contexts and being committed to understanding the point of view of the participant.

For researchers new to IPA, Smith et al. (2009) do provide a step by step guide and I chose to follow these guidelines. First, I read and re-read the transcript of the interview in order to become very familiar with the account. Also, I listened to the audio recording in order to fully immerse myself in the participant’s account and their world. This also helped me to recollect the interview itself through slowly reflecting back on the experience. I also took preliminary notes to capture those recollections.

Next, I commenced the initial noting stage involving a detailed line by line textual analysis. This stage was the most time consuming for me and produced comprehensive notes and comments on the data through close analysis. I used Microsoft Word to capture the interview content and notes. In line with the suggestion from Smith et al. (2009), I divided the document page into three sections with space for emergent themes on left side, the interview text in the middle, and room for notes and exploratory comments on the right side. Also in line with the suggestion from Smith et al. (2009), I reviewed the data in three ways. Firstly, I made descriptive related comments in the right-side column focusing on describing the content of what the participant had said.

Secondly, I made linguistic related comments by underlining interview text in the main body of the page and where necessary writing my own comments near that text, in order to highlight the specific use of language by the participant that was of interest to the research question. Lastly, I made conceptual related comments by italicising words in the main body of the page and where necessary writing my own comments near that text, in order to highlight concepts of significance discussed by the participant.

The third step involved developing the emergent themes. Rather than continuing to engage with the interview data, my research notes now became my focus. The guidelines from Smith et al. (2009) are clear that researchers should adapt the analytic process as needed as long as the principles are adhered to. This takes into consideration that the steps are there to assist the researcher in thinking and seeing and are not intended to restrict what researchers actually do in the analytic phase (Smith et al., 2009). At this stage, I engaged in an additional analytic process using Causal Layered Analysis (CLA). This analytic technique provides four layers of causation to facilitate deep critical inquiry, namely, (1) litany as surface level understanding, (2) systemic causes as conventional research level understanding, (3) worldview as conscious subjective belief underpinning ideologies, and (4) myth and metaphor as subconscious subjective belief (Haigh, 2016). These layers of causation in CLA can assist a researcher to comprehend the deeper meaning within a discourse or text (Inayatullah, 2004).

I applied this analytic technique to the descriptive comments I had created, with a particular emphasis on the worldview layer and myth/metaphor layer of the CLA framework. This process enabled my interpretation and interrogation of the interview data through identification of the conscious and subconscious subjective beliefs of the intrapreneurs. I converted my notes into brief phrases or expressions that were determined to best represent the interview data in order to “capture and reflect an understanding” (Smith et al., 2009, p. 92). These brief phrases or expressions became the emergent themes. The use of CLA on the interview text assisted me to move to the interpretative level of analysis that is required at this stage, while still ensuring the

interpretations are based on the content provided by the participant. The theme names I created included terms used by the participants when discussing their experiences.

The next step involved searching for connections across the themes. I used four key techniques in this study. Abstraction was used to cluster similar themes and a superordinate theme was created under which those themes were grouped. Subsumption was used when one of the emergent themes was able to be elevated to superordinate theme status in order to group similar themes. Polarisation was used to identify and group themes that were the opposite of each other such as a positive perspective on an experience versus a negative one. Finally, contextualisation was used to cluster themes based on an event or activity.

After this analytic process was undertaken for one of the interview transcripts, I moved on to the next transcript repeating the process. After three transcripts were analysed, I compiled a list of themes to determine patterns across the themes. A list of basic themes was created from the integrated lists. This step was undertaken to provide some consistency and manageability over the themes as well as provide a hold point to review the quality of the analysis process. I then analysed the remaining nine transcripts. Importantly, I did not prescriptively attach themes based on previous emerged themes, however when commonalities were clear, I noted them using the same terminology. Previously established patterns were recognised as well as new topics. I added new themes to the list when found. I revisited previously analysed transcripts and themes iteratively as new insights came to light.

The final step was to look for patterns across the cases. I noted similarities and differences in themes between the transcripts. At this stage, I removed themes from the analysis if they did not reflect the most potent aspects of the data. Other themes were reconfigured and combined. Each superordinate theme comprised of a number of key findings, grouped into constituent themes. I created a master table of each constituent theme and superordinate theme which included themes based on their relevance to the research question as well as their provision of rich insights into the experience often demonstrated by the participant's focus or concern towards that part

of their experience. This reflects the co-creation aspect of IPA research where it is both the researcher's interests and the participant's interests that combine to provide the theme development (Wagstaff et al., 2014).

It became clear to me at this point that superordinate themes could also be grouped in accordance to a shared activity which resulted in the creation of three major 'activity' themes. I then checked these major themes against the original transcript to ensure the connection and that my interpretations made sense in light of the words of the participant. I also took the step to review the existing intrapreneurship literature. I was able to broadly identify these three major themes in the existing intrapreneurship process and activity literature, discussed in Chapter Two. The final list of major themes, superordinate themes and constituent themes can be found in Chapter Four along with excerpts from the participants interview data to illustrate the themes.

However, once the initial analysis process was completed, it was evident to me that the presentation of thematic findings, including the excerpts from the participants stories, was lacking in context and the general reader may find them difficult to understand. Anonymity was particularly important in this study because the South Australian public sector is a confined, relatively small and mostly stable group. Consequently, employees are generally highly aware of who is working where and on what assignments. Hence, detailed discussion on the research setting and specific case scenarios were not able to be provided in Chapter Four to support each theme development.

Conversely, as an insider researcher, I do have an understanding of the context, research setting and experiences of the study participants. I was able to use this understanding to address this problem in two ways. Firstly, by presenting the superordinate themes identified in the analysis through the creation of intrapreneurial archetypes, illustrating the characteristics, strengths, weaknesses, goals, desires and context for use of the mindset behind each theme. Secondly, by developing and presenting fictitious narratives, representative of the stories provided by the study participants. Using these two additional approaches to the presentation of the findings

retains the required anonymity of the participants while still representing their experiences and providing the needed context for the reader. The following paragraphs consider these approaches in more detail.

As discussed earlier, I used CLA to assist me to comprehend deeper meaning within the participant data and to move into the interpretative level of analysis. This supported the generation of superordinate themes. In addition, with its focus on worldview, myth and metaphor, it also assisted in the interpretation of those superordinate themes in the form of archetypes, allowing for the patterns of behaviour behind each theme to emerge.

Archetypes are a means of perceiving, and making cognisant, the collective unconscious. Jung (1959/2014, p. 3) argues that the collective unconscious “has contents and modes of behaviour that are more or less the same everywhere and in all individuals” and is distinct from the personal unconscious. Archetypes can commonly be understood through myths and fairytales and, more recently, have become a tool for making known specific patterns of behaviour in the social sciences, such as the organisational leader (Shadraconis, 2013; Tallman, 2003), other organisational roles (Moxnes & Moxnes, 2016), expert witnesses in legal court proceedings (LaLlave & Gutheil, 2012), the qualitative researcher (Villate, 2012) and, of high relevance to this study, the entrepreneur (Brown, 2011).

The use of fictitious narratives in organisational studies is not new, rather it is one of the many techniques available to researchers to present their field data and ultimately tell the story of their research (Rhodes 2001; Rhodes & Brown, 2005). The benefit of fictitious narratives is in providing the “creative licence to make the theoretical insights of the researcher vivid and easily available to the reader” (Whiteman^[1] & Phillips, 2008, p. 296) and as a mechanism for the researcher to demonstrate different perspectives and other truths (Vickers, 2010). It has been argued that the reader will gain legitimate knowledge and insights from the fictitious representation of participant data (Macnaughton & Meldrum, 2017; Rolfe 2002). Moreover, in this study, the fictitious narratives provided also support the idiographic intentions of IPA, through

honouring the individual level participant contributions and providing deeper insights to participant stories that were unable to be represented through real life individual cases. Finally, to support triangulation, the fictitious narratives were provided to the study participants to seek feedback on their accuracy as broadly representative of their experience, while retaining the required confidentiality and anonymity. All participants that responded to this request, eleven of the twelve participants, responded positively that these fictitious stories were representative of their experiences.

In summary, the initial thematic analysis is presented in Chapter Four, along with the presentation of intrapreneurial archetypes and fictitious narratives. This is followed by the discussion of the findings in Chapter Five.

3.6 Ethical considerations

3.6.1 Informed consent

Ethics approval for this study was received on 21 December 2015 (Appendix F). At the time of registering their interest to participate in the study, information sheets (Appendix C) were provided to each participant which outlined the research aims and procedures of taking part in the study and a copy of the consent form was provided (Appendix D). In most cases a brief email exchange or phone conversation had taken place during the selection process in which an overview of these document was discussed. Signed consent forms were collected before data collection began. Participants were provided an additional verbal overview of the information sheet and related participation process directly before the interview commenced. Each participant was offered the opportunity to ask any questions at any stage of the process. Also, each participant was advised, as per the information sheet, that they could withdraw their interview data for use in the study at any time.

3.6.2 Confidentiality and anonymity

Participants were offered a number of options regarding confidentiality and anonymity in their informed consent forms. The participants could choose from three options (1)

the information provided to be kept strictly confidential with a pseudonym used to represent their individual contribution; and where direct quotes are used, the names of places, people, projects, organisations and any other identifiable information are removed or given a false name, (2) participant is named as a contributor to the overall study and that the information provided is kept strictly confidential, a pseudonym is used to represent their individual contribution; and where direct quotes are used, the names of places, people, projects, organisations and any other identifiable information are removed or given a false name, or (3) the participant's entire individual contribution is attributed to them; and an acknowledgement that this is not possible with aggregated data. The choices and their implications were verbally discussed with the participants prior to commencement of the interview.

Anonymity was particularly important in this study because the South Australian public sector is a confined, relatively small and mostly stable group. Consequently, employees are generally highly aware of who is working where and on what assignments. Although I had identified that anonymity and confidentiality would be an important factor, it was only during the data collection phase that it became clear that the information shared could lead to negative work related consequences for the individuals if they were identifiable. Many of the participants shared their concerns with me about this characteristic of their environment, seeking to ensure that any and all aspects of their experiences would not be in any way identifiable within this study. Their wishes have been respected through the editing of verbatim quotes provided in Chapter Four, the lack of specific demographic detail provided here on the study participants as well as the focus on shared experiences rather than individual stories. In addition, the fictitious narratives were provided to each study participant to check they were comfortable that their anonymity and confidentiality had been retained. Eleven of the twelve participants responded to this request. All participants that responded to the request confirmed they were satisfied that their anonymity and confidentiality had been retained. The twelfth participant did not respond.

3.6.3 Personal reflexivity

Researchers actions, decisions and preconceptions can affect the meaning attributed to the data collected (Clancy, 2013). Personal reflexivity primarily refers to the researcher's reflection of how they may affect the analysis process, and the insights and understandings that come with the analysis, such as how their "own values, experiences, interests, beliefs, political commitments, wider aims in life and social identities have shaped the research" (Willig, 2001, p. 10). Finlay (2014) advises that during the process of personal reflexivity, researchers may compare their experiences with the experiences of their study participants, or explore relational processes emerging, or researchers may examine their personal investment in particular study outcomes or scrutinise their attachment to previous understandings.

My intent in conducting this research was to better understand and recognise the work behaviour of some public servants. I established the research focus as intrapreneurship because it was the closest concept in the literature that I could find that seemed to correspond to behaviour I had observed. I also came to this research with the assumption that this behaviour could be conducted by any classification level of employee, such as frontline, management or executive and undertaken by any particular type of work, such as central office, field workers or the core professions like teaching, nursing or policing. I also had the view that acting intrapreneurially could result in either major or minor change in an organisation and either outcome was valid and of interest to this study. These assumptions were based on literature I had read as well as my own observations and were embedded into the definition of a public sector intrapreneurial activity provided to potential participants during the participant selection process (Appendix B). I chose to make these assumptions transparent to build a clear and consistent foundation to the study and enable the study reader to understand and assess the determinations I made.

In addition, I came into the study with the view that intrapreneurship was different in the public sector, because my literature reading on private sector intrapreneurship did not ring true to my personal observations. From the outside, intrapreneurship in the private sector looked like an easier process, with less obstacles and greater rewards

than what I had assessed in the public sector, which shaped my research questions and the scope of this study. The other major difference, which contributed to my assumptions of intrapreneurship being easier in the private sector, was related to public sector values, behaviours and ethics.

At the time of commencing this study, I was conflicted with the notion of intrapreneurship. On the one hand, I felt that intrapreneurship was needed in the public sector as a mechanism to create change and improvement to meet public sector challenges as well as a mechanism to exploit the capacity, skills and knowledge of public servants for the betterment of the organisation and ultimately the public. I believed that employees should not need to wait to be directed from their executives, or from central agencies, as it should be the role of each public officer to have initiative and identify opportunities for innovation and improvement. In addition, I was of the view that many executives have never directed their employees to behave in this way, and consequently the impact of lost opportunity is greater than one particular executive or the organisation, rather it is the public and the community that potentially suffers from unexplored opportunity. I believed there was a tension between the employee's ethical obligation to the public they serve, over their obligation to their management structure.

However, on the other hand, I did not feel comfortable with the notion of rule breaking or encouraging others to circumvent approval processes in order to get what they wanted achieved. I believed there were good reasons for the high levels of accountability and transparency required from employees in the public sector. I did not believe the use of public funds, including the use of employee time and effort which is arguably the greatest resource of the public sector, should be undermined or left ungoverned. Moreover, I believed that ungoverned changes to public sector policy and administration could potentially lead to significant issues and risks, including those of the highest magnitude of public assets and human life.

In summary, my intent when commencing the study was to learn the actions, tactics and personal consequences of successful public intrapreneurs in order to improve the

success of public intrapreneurship through sharing those actions with others. By doing this my hope was to increase the overall success of the practice leading to greater benefits to the community and public organisations. In addition, I was interested to explore if others had ethical concerns with intrapreneurial action and if so, what those were and how they reconciled those concerns.

Over time, through the data collection and data analysis phases, my motivation and personal interests extended. I had not considered to any great extent, the personal risks taken by intrapreneurs nor the significant levels of personal adversity faced by intrapreneurs. However, the data from the study participants helped me to identify the significance to them of the extensive personal challenges they had faced and the many personal risks they took, in order to achieve the success they were looking for. For this reason, later in the study, my motivation extended to include the desire to reduce the personal struggles and other negative consequences public intrapreneurs can experience and to increase awareness of the practice with the intent of consequently increasing the acceptance of it.

The other key area that challenged my assumptions and led to an extended focus was my initial attention to actions and tactics. Through the data collection and data analysis processes, it became clear to me that the practise of acting intrapreneurially experienced by public intrapreneurs, was far greater than a set of actions that could be documented and shared with others. There was a far greater consideration needed towards the intrapreneur, their personal characteristics and attitude as well as their personal context than I had expected. I was excited and curious about this new avenue of inquiry and took the opportunity to revisit the literature with this in mind, the result of which can be seen in the latter part of Chapter Two. This also became a major part of the research findings.

3.7 Study evaluation and limitations

Qualitative researchers are often criticised for failing to adhere to the principles of reliability and validity, as defined within a positivist paradigm (Creswell, 2012). Smith et al. (2009) encourages IPA researchers to evaluate their research in line with the

principles for assessing quality in qualitative research developed by Yardley (2000). These four principles are (1) sensitivity to context, (2) commitment and rigour, (3) transparency and coherence, and (4) impact and importance, each of which will be reviewed in turn.

Firstly, according to Smith et al. (2009), in an IPA study, sensitivity to context is demonstrated at the very beginning of the study, with the decision that IPA is the most appropriate choice of methodology due to the close engagement needed with the idiographic and the often difficult to access participant samples. Next, sensitivity to context can be demonstrated through the IPA interview process with activities such as demonstrating empathy to the participant and putting the participant at ease. Sensitivity is also shown in the analysis phase through paying intense attention to what can be understood from the participant accounts. Finally, sensitivity can be demonstrated through use of extensive verbatim extracts of the raw interview material. This both gives participants a clear voice as well as providing a means for the interpretations of the researcher to be checked against the raw material.

This study was established as a result of the identified gap in understanding the lived experience of public sector intrapreneurs, which is articulated in detail in Chapter One. This led to the establishment of the research question. It was clear that the research question required a phenomenological approach and the rationale for IPA was due to its focus on the hermeneutic and the ideographic. As described earlier in this chapter, the interview process involved open ended questions and focused on ensuring an environment, tone, and process that was conducive to ensuring participant's comfort with their needs prioritised. Each participant's interview data was closely and deeply reviewed as part of the analysis phase and Chapter Four provides substantial direct quotes from participants.

Secondly, commitment and rigour in an IPA study can be demonstrated in a number of ways (Smith et al., 2009). For example, through the researcher's commitment to ensuring the participant is comfortable and the researcher's investment in attention to what the participant has to say. Rigour can be demonstrated through the

appropriateness of the sample selected, the interview quality and the thoroughness of analysis.

In this study, commitment can be demonstrated through both the active listening in the interview process and the extensive analysis I had undertaken described earlier in the chapter. Rigour can be demonstrated through the recruitment process, the activities to support a good IPA interview including the interview schedule as well as the thoroughness of the analysis process, all of which were described in detail earlier in this chapter. My commitment and research rigour can be demonstrated through the activities I performed to develop my skills in IPA through literature reading, published guidelines, joining the official IPA email discussion group and watching video seminars.

Thirdly, transparency in an IPA study can be established through the clarity and thoroughness of the explanation of each stage in the research process such as inclusion of details of steps in the analysis, how participants were selected and how the interview was conducted (Smith et al., 2009). Coherence can be demonstrated through the overall soundness, consistency and logic behind the research arguments. This generally requires careful writing and iterative drafting of written materials. In addition, there should be coherence that an IPA study reflects the principles of IPA.

In this study, detailed documentation of how the analysis, recruitment and interview processes have been performed are provided in this chapter and the related Appendices. Each theme was supported through multiple verbatim quotes to support the findings which allows the reader to evaluate the researcher's interpretation and the final list of major themes, superordinate themes and constituent themes is provided in Chapter Four. Attention has been paid throughout this thesis to clarity and cohesion of the arguments and rationales put forward and to keep the reader's needs at the forefront, paying attention to the potential projection from the insider researcher analyst. This study has adhered to the principles of IPA through iterative analysis starting from a descriptive focus but then moving into the interpretative. This includes an emphasis on the ideographic, the individual's viewpoint and the phenomenological,

with the homogenous sample of participant's having experienced the same phenomenon of lived experience. In addition, the principle of the double hermeneutic was adhered to by seeking to understand the personal meaning made by the participant of their experience and consequently respecting the role as co-creator of meaning within this IPA study. I have provided my personal reflexivity with the intent to assist in building credibility to best articulate my experiences, beliefs, assumptions, predeterminations and assumptions and how these may have influenced the research process.

Finally, impact and importance of the study provides an indicator of its validity. This is achieved through engaging the reader with interesting and useful information. The value of research comes from the potential for the findings to make an impact in some way (Yardley, 2000). Chapter Five provides the discussion situating the findings in the relevant literature and presenting new perspectives on public intrapreneurship. Chapter Six provides the conclusion and recommendations, describing the potential impact and influence of the findings on both academia and practice.

This study provides a first attempt to explore public intrapreneurship, emphasising the need to examine individual level characteristics of intrapreneurship in the public sector. To my knowledge, this is the first study on public intrapreneurship and the first study on intrapreneurship to use the methodology of IPA. However, there are limitations to this study.

There are limitations in using IPA as a research method. IPA has been criticised for not enabling study findings to be generalised due to its ideographic roots of privileging the individual (Pringle, Drummond, McLafferty, & Hendry, 2011) and having small sample sizes (Charlick et al., 2016). Although, on the other hand, the commonality of shared experiences gathered is argued to provide some broader implications (Smith et al., 2009). More significantly, the intent of this study was to explore the lived experiences of the study group as intrapreneurs in the public sector in order to develop greater understanding. The findings are not intended to meet the criteria of empirical generalisability in being transferable to other populations. Rather the intent is to enable

theoretical transferability where readers can “evaluate its transferability to persons in contexts which are more, or less, similar” (Smith et al., 2009, p. 51).

Other study limitations include:

- the study environment, where the South Australian public sector was the case, which may not be comparable to other public sector contexts
- the participant sample size is appropriate but it lacks cultural diversity, which, although it was representative of the context in this study, may not be comparable to other populations
- reliance on subjective self report from the individual participants of the success and benefits achieved through the intrapreneurial initiatives.

3.8 Chapter summary

Interpretative phenomenological analysis was used in this study to explore public sector officers acting intrapreneurially in the public sector. This choice of methodology aligned with the research question and study objectives. The principles of qualitative research, phenomenology and IPA were followed throughout this study. The research design was described in detail from recruitment and participant selection, through to data collection and analysis. Rationale for actions and choices made by the researcher were provided. Ethical considerations have been addressed as well as personal reflexivity and issues of validity, quality, transferability and study limitations. The next chapter will provide the study findings.

4 PRESENTATION OF FINDINGS

4.1 Introduction

The findings of the study are presented in this chapter, in line with the methodological approach discussed in Chapter Three. Each major theme is presented as an intrapreneurial activity. Within each major theme, the superordinate and constituent themes are presented supported by excerpts from the participant stories. At the beginning of the discussion on each superordinate theme, the intrapreneurial archetype that has been developed to represent that theme is presented, to provide context for the reader, while still representing the participant experiences and retaining the required anonymity of the participants. As discussed in Chapter Three, archetypes are a means of perceiving, and making cognisant, the collective unconscious and in this chapter, the archetypes are used to illustrate the characteristics, strengths, weaknesses, goals, desires and context for use of the the mindset behind each theme.

These activities and archetypes form the basis for the practice of public intrapreneurship. A model of this practise is presented along with an explanation of its use. Then, fictitious narratives are provided to exemplify the practice of acting intrapreneurially in the public sector, demonstrating the identified intrapreneurial activities and archetypes in action. These fictitious narratives are used to give meaning to the archetypes, in practice, as ‘typical’ of a participant’s experiences, without telling any single participant’s story in full to maintain their anonymity.

4.1.1 Summary of themes

The data analysis process resulted in the generation of three major themes, ten superordinate themes and thirty-four constituent themes. Table 4.1 provides a summary of the findings.

Table 4-1: summary of themes

Major theme	Archetype:	Constituent Theme
Seeking Impact and Innovation	Superordinate Theme	
	The Legacy Maker: Creating meaningful impact	<ul style="list-style-type: none"> - Making a difference through life purpose, mission and work philosophy - Contributing to making things better through making an impact, positive influence and benefiting the community - Desire to leave a legacy and embed sustainable long-term change
	The Boundary Pusher: Taking responsibility for leading improvement	<ul style="list-style-type: none"> - Desire for challenging work and motivation to get things done - Seeing the shortcomings of formal leaders - Fighting for what they believe in
	The Expert Reformer: Challenging the Status quo	<ul style="list-style-type: none"> - Challenging the norms and doing things smarter - Desire for culture improvement and more risk taking - Desire for staff performance improvement
Generating Freedom and Taking Action	The Innovator: Using expertise to create ideas and opportunities for improvement	<ul style="list-style-type: none"> - Seeing the gaps and having the solutions - Seeking different perspectives and being curious - Creating opportunities
	The Pathfinder: Exploring different ways to create freedom	<ul style="list-style-type: none"> - Finding a path to freedom through being flexible in approach - Seeking legitimacy through alignment with other initiatives or people, piloting, securing permission, having tacit authority or getting it done under the radar
	The Networker: Seeking connections to create freedom	<ul style="list-style-type: none"> - Providing help and support to others - Seeking and receiving support from others - Building and leveraging personal reputation
Responding to Challenges	The Expert Operator Knowing how to get things done around here	<ul style="list-style-type: none"> - Separating rhetoric from the reality and the impact of uncertainty - Lack of leadership and citizen orientation from formal leaders - Managing the perceptions around success and failure
	The Achiever: Overcoming obstacles to prove it can be done	<ul style="list-style-type: none"> - Bouncing back when things go wrong - Flexible approach to overcome obstacles - Commitment to working hard
	The Student: Evolving the attitude needed to get it done	<ul style="list-style-type: none"> - Reflecting on risk taking, failures, and experiences - Approaching it as a process of learning, growth and development - Developing personal effectiveness
<i>Survival Archetypes and Themes</i>		
The Sell Out: Compromising for security The Self Convicted: living my values The Victim: Being mistreated The Self Protector: Protecting myself The Pessimist: Handling negative thoughts The Self Confident: Believing in myself The Dependent: Depending on others The Self Reliant: Being independent		

4.1.2 Presentation standards

A number of standards have been developed and used in the reporting of the data to enable consistent and easy to understand presentation. Throughout the presentation of the findings, these presentation standards will be followed. Importantly, words or phrases that have been italicised within the summary descriptions of the themes, to indicate their origin as text taken directly from participant data, do not just reflect the verbatim excerpts of participant's narrative provided in this chapter, but the whole of the data set. These standards are detailed below in Table 4-2.

All original text has been retained by the researcher in a secure location and can be made available if required for the purposes of verification or clarification.

Table 4-2: presentation standards

Standard	Example
Quotes from participants are indented and italicised.	<i>Example of presentation of verbatim narrative text of participant</i>
Words or phrases directly taken from participant's narratives are italicised in researcher's summary comments.	Example of using <i>participant's text</i> in the researcher's summary comments.
Square brackets are used to demonstrate where the researcher has added text to the quote for the purpose of reader clarity.	<i>Example of presentation of [researchers comment here] verbatim narrative text of participant</i>
To protect anonymity of participants, steps have been taken to remove any words that may enable identification of the individual through the use of parenthesis.	<i>Example of presentation of verbatim narrative text of participant where the identity (...) of an individual may be ascertained.</i>
Irrelevant text from quotes have been removed using triple dot punctuation marks to enhance focus and readability.	<i>Example of presentation of verbatim narrative text of participant ... where irrelevant text has been removed.</i>

4.1.3 Breakdown of participant contribution to each theme

The presence of major themes and superordinate themes against each participant, is displayed in Figure 4.1 below. This provides a breakdown of participants contribution to each theme. The summarised contribution to the major theme is presented in the top line of each grouping showing that each major theme was demonstrated by all of the study participants. Within each grouping, the contribution to each superordinate theme is also shown. This demonstrates that the majority of participants, contributed to each of the superordinate themes. Participant identity is protected through use of an alphabetised naming structure.

Figure 4-1: breakdown of participant contribution to each theme

Major and Superordinate Themes	Participant - A	Participant - B	Participant - C	Participant - D	Participant - E	Participant - F	Participant - G	Participant - H	Participant - I	Participant - J	Participant - K	Participant - L
Seeking Impact and Improvement <ul style="list-style-type: none"> • Creating meaningful impact • Taking responsibility for leading improvement • Challenging the status quo • Using expertise to create ideas & opportunities 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Generating Freedom and Taking Action <ul style="list-style-type: none"> • Exploring different ways to create freedom • Seeking connections to create freedom • Knowing how to get things done around here 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Responding to Challenges <ul style="list-style-type: none"> • Overcoming obstacles to prove it can be done • Evolving the attitude needed to get it done • Compromising for security / living my values • Being mistreated / Protecting myself • Handling negative thoughts / Believing in myself • Depending on others / Being independent 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓		✓			✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	✓	✓		✓	✓	✓	✓		✓	✓		
	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓

4.2 Major theme one: seeking impact and improvement

4.2.1 Overview of major theme one

The first major theme, seeking impact and improvement, represents one of the three major activities identified in the experience of public sector intrapreneurs. The few prior studies, discussed in detail in Chapter Two, identifying intrapreneurship process activities demonstrated similar activities, such as discovery and evaluation (Belousova et al., 2010), idea development (Bosma et al., 2010), vision and imagination (de Jong & Wennekers, 2008), decision to act intrapreneurially and business feasibility / planning (Hornsby, 1993), opportunity identification (Puech & Durand, 2017), and identifying needs and solutions (Sundin & Tillmar, 2008). This major theme can best be characterised as demonstrating intrapreneurial strategy in action. Intrapreneurial strategy is where the intrapreneurial initiative begins, through the intrapreneur choosing to voluntarily create innovative workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation's strategic directions (Bosma et al., 2010; Burgelman, 1983a; de Jong & Wennekers, 2008; Rigtering & Weitzel, 2013; Seshadri & Tripathy, 2006).

Four superordinate themes have been identified under this major theme. Firstly, creating meaningful impact, where all participants demonstrated the desire to make an impact on the world through their work, whether that be to impact the broader community through the services provided by the public sector, or to impact the way their organisations and workplaces carry out those services. Secondly, taking responsibility for leading improvement, where, of the twelve participants, ten participants demonstrated their proactive drive through commitment to take responsibility for their innovative initiatives and nurture them from initiation stage through to completion and even long-term sustainability. Thirdly, challenging the status quo, where ten of the twelve participants demonstrated their aspiration to reform the public sector culture, structure and operating practices. They challenge the current way things are done and seek change, specifically changes that will better enable intrapreneurial practices within the public sector in the future. Finally, using expertise to create ideas and opportunities where all but one participant demonstrated crafting

ideas for solutions to public sector problems as well as creating the opportunity for their innovative activity to take hold and grow.

Each of these superordinate themes exemplifies a distinct mindset of public intrapreneurs acting intrapreneurially that can be best represented through the use of archetypes, revealing characteristics, strengths, weaknesses, goals, desires and context for use. These archetypes demonstrate the manifestation of intrapreneurial strategy in different ways. Each superordinate theme and corresponding archetype is now described in turn.

4.2.2 Creating meaningful impact

Intrapreneurial Archetype

The Legacy Maker: Creating meaningful impact

“This one I see as my absolute legacy to leave behind”

The Legacy Maker creates meaningful impact. Their dominant intrapreneurial characteristic is intrapreneurial strategy, voluntarily creating workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation’s strategic directions. They choose intrapreneurship as their mechanism to contribute to making the world better. The Legacy Maker has a life purpose and a mission to pursue. They know their personal values and they take action to align their work with those personal values.

“I think most of us are here because we want to make a difference and I guess from some of my ideas I’ve actually seen that a difference can be made... I don’t want to be here without making a difference”

They initiate an intrapreneurial initiative with the motivation to make a difference by positively impacting on the world, meeting the challenges of the public sector, influencing what happens as well as how it happens, in order to benefit their community or their organisation. Intrapreneurship isn’t just something they do sometimes, it is part of their work philosophy. The Legacy Maker is intent on leaving a legacy that demonstrates the results of their time and energy at work. Their interest is not just to successfully deliver work projects. Rather, the Legacy Maker’s aim is to embed sustainable long-term change that can be seen in decades to come.

“What I need is to know that I have added value in my time there and I’ve added enough value that when I leave I can go ‘that place is a better place for having had me there’.”

The Legacy Maker is an experienced intrapreneur, having both succeeded and failed in their endeavours over the years. These experiences have increased their competency, enabling them to take on larger and more impactful initiatives. They know what to expect, they know the steps in the process and they’ve developed the toolkit of skills and abilities to pull it off.

“Having a bigger purpose beyond your day job... thinking that you might make a difference, contributing and stuff. It just sparks a big, a motivating force of different parts of your brain and your soul gets kicked into gear when you start, when I start thinking about progressing stuff that hasn’t been done before, and all the opportunities there”

Their strengths are their big picture thinking, long term orientation, capacity for high impact activities and commitment to embedding change. Their weakness is their potential to overlook aligning their initiatives with those of the organisation, as they may be more driven by their personal mission for the public they serve, than the organisation’s mission. Their core desire is to build a legacy and their fear is to be forgotten and to live a wasted life. Their ultimate goal is to make a difference and their personal objective is to align their work with their personal values and life goals. Their motto is: ‘there is no point going to work unless you are going to do something meaningful with your time and energy’.

“My motivation is better outcomes for the State. I am a proud South Australian, I love South Australia, I love Adelaide but I want better outcomes. I’m sick of people saying how bad and backward SA is, that it doesn’t move, it is not innovative because it is all true. I want to prove them wrong”

The intrapreneurs want to do meaningful work that makes a difference. This was part of their motivation to act in an intrapreneurial way. Intrapreneurship was used as a tool for the greater goal of living a life of purpose and service. Many of the intrapreneurs developed a philosophy about their approach to work, and how their work is aligned with their personal values and life goals. Furthermore, doing meaningful work and making a positive impact on the community and their workplace culminated in the desire to leave a legacy. The intrapreneurs wished to leave a mark on the world, something they could see that demonstrated they had helped to make the world a better place, even if only in a small way.

Making a difference was a term used widely. Many of the intrapreneurs used the term as an all-encompassing concept, almost with an assumption that the term had universal understanding.

I think most of us are here because we want to make a difference and I guess from some of my ideas I've actually seen that a difference can be made. And even if you are a small cog in the process you can actually speed this up or elevate stuff or get it to a place where it needs to go. I don't want to be here without making a difference.

I hate that idea, I take this thing of 'making a difference' but it probably does come down to that you know. It's such a corny thing that everyone says 'I want to make a difference', I hate that, 'I want to make a difference', I want to make a particular kind of change because I could make a difference any old how.

So I took on a lot more work and why? Because I was driven to make a difference, to make it easier at the coal face because I started to understand what it meant.

The intrapreneurs discussed intrapreneurship in the context of life *purpose* and *mission*, demonstrating strong motivation to make an impact and do something *meaningful* in the world.

...having a bigger purpose beyond your day job, not just a job, having, thinking that you might make a difference, contributing and stuff. It just sparks a big, a motivating force of different parts of your brain and your soul gets kicked into gear when you start, when I start thinking about progressing stuff that hasn't been done before, and all the opportunities there, that's really exciting, really interesting...

...a quiet easy life would have just said 'do nothing' but I do, I have a strong sense of mission in the stuff I do...

I'm not a status junkie, I'm interested in the value of the work and the worth of the work and doing meaningful work.

Some intrapreneurs discussed their desire for purpose and meaning as a work *philosophy*, an approach they take that aligns their work, their *values* and their personal and professional goals.

...if that's why you are doing it, then if you have a philosophy that underpins what you are doing or if you think you have a reason to do the work that you do, then you need to demonstrate that in your methodologies, in your everyday practice...

An intrapreneur working in government, they could go into the private sector and earn three times as much... but the thing is that, at the end of the day is, you are making a choice for you to work in the public sector therefore you know it's not the highest pay but therefore we must have a different set of values of why you are there and if you can, if you can be satisfied by them and you're happy with them, no problems.

Following on from a desire to make meaningful impact, many of the intrapreneurs wanted to be clear that their intentions and purpose was around improving the place

they live and work, South Australia. That may be for the community directly, or by improving the services they received through the public sector, or even progressing the organisation itself. The intrapreneurs were clear that their intentions were for their intrapreneurial initiatives to benefit the broader *community* and not to *benefit* themselves, for example, through status, *power* or profit.

I'd say that from my experience I've always said that the power is for the people of the citizens of South Australia. I get paid to be a public servant to provide solutions to help the citizens of South Australia.

I'm not just doing this because I think it aligns with my values, I'm doing it because I think that going forward unless the State shapes up, we are going down not a very happy place. I think we have to do better, we have to do differently.

...it was about the intangible benefits that... the community could get from a project like this.

Some intrapreneurs were especially worried about South Australia being left *behind* nationally and internationally. Other intrapreneurs were concerned that South Australia was moving in the wrong *direction*, and developing characteristics associated with what they perceived as the negative aspects of other places. There was also a concern that the public sector was not prepared to meet the current and future *challenges* being presented to it. This motivated the intrapreneurs to consider taking action to redirect the trajectory of the State.

I see some wrongs happening in government that I'd like to see what I can do to correct my little spot in the world.

We are very much behind the eight ball...

...the world is changing rapidly, that we have massive challenges, that we as a State are going to fail if we don't do something about those challenges, that the public service is the best biggest asset in the State... so how is it that this asset is not being deployed in the right way? how is it that it's not working more effectively with the rest of the State? I mean I'm not saying it's all bad, it's not all bad, there is goodness there too, but we could do better.

The intrapreneurs discussed their wish to *contribute* to making things better. Not just to observe the challenges being faced by the public sector, but to get involved in making it better, to *do a bit to help*, or even to *give back* to the community and workplace that has given them something over the preceding years. There was an attitude that contributing and *adding value* gave them a purpose, it gave them a *point* to their work.

I can just go and work my job and just accept the processes, and I guess the system of government and its flaws and failings, or I can try and do something to it to actually support changing the system... it's something that I could contribute.

The other motivation I think it's about trying to give something back.

...if I'm not adding value, what am I doing here?

The intrapreneurs demonstrated positive emotions regarding the *impact* and *positive influence* they have made, whether on the community, the State, their organisation, or directly on others. These intrapreneurs have achieved their desired *results*, and express satisfaction and pride for what they have done.

...forty-five hours of... time [spend on the initiative]. Small investment but huge impact. Social impact is huge.

...as a result of that, operations that ran across the entire State were changed. Now that's quite powerful to say that we are having influence on, hopefully a positive influence, on people's lives.

...it's starting to achieve the result...

For those intrapreneurs that haven't achieved their goals yet, there is clearly excitement about that prospect, the degree of impact they think they could achieve and how they will feel when they do achieve the desired impact.

...but it's just a great catalyst for everything. It's huge.

...the idea that this can... spill over into the broader working community...

Even if it doesn't make improvements where we think it would, who knows what the other implications are for other areas...

Following on from their desire to make an impact, the intrapreneurs went one step further. They discussed a desire to leave a *legacy*. This could be in the form of tangible outputs they had accomplished in their career. It could also be in the form of how *people* felt about them and their contribution to the State and the community.

So this one I see as my absolute legacy to leave behind.

I reckon I'm probably on the back end of my [career], so it was about 'well I've got maybe five years of which to help promote some of that and see if we can't just instil that into a work environment'. So part of it is the motivation, is sort of, 'I've learned stuff, how do I unlock that learning and give it back?'.

I will give myself kudos for saying I've helped out, the place is better because I went and I was brave when I needed to be brave. That's what I get out of it and knowing that when I leave it, it is better than when I started.

When it comes to leaving a legacy, the intrapreneurs have considered the importance of embedding the *change* that comes from their initiative, to make sure it can be *sustained* and will make a positive impact over the *long term*. Some intrapreneurs had a strategic mindset about their legacy to ensure their desired success, including *profile building*, *locking it in as you go*, focusing on *long term goals* as well as *building on top of one another*.

So in making the change... you need to seed the kind of seeds of sustainability as you go along... you need to pay attention to the stickability of it.

It is long-term and it's not... I think sometimes that these things can be seen as a fly by night or here is a new bright sparkling idea, but in actual fact it does build on top of each other.

...you've got to keep the momentum and the profile...

4.2.3 Taking responsibility for leading improvement

Intrapreneurial Archetype

The Boundary Pusher: Taking responsibility for leading improvement

“When you are exercising intrapreneurship, you are moving into new territory, you are pushing a boundary and therefore you are leading in some way”

The Boundary Pusher takes responsibility for leading improvement. Their dominant intrapreneurial characteristic is intrapreneurial strategy, voluntarily creating workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation’s strategic directions. They choose intrapreneurship as their mechanism to set their own agenda.

“Someone needed to do something. So I decided to. It was something that I felt passionate enough about, strongly enough about it, that I thought well I’ll do this regardless and just see where it goes”

The Boundary Pusher does not wait to be told what to do by others. They also do not wait for others to take the required action to solve problems. Instead, they determine for themselves what initiatives should be happening and where they can best place their efforts. According to the Boundary Pusher, their organisation’s formal leaders are not performing their duties well enough and there is a lack of leadership to address public sector problems.

“Things get done because people are prepared to push boundaries and put extra bits of efforts in”

The Boundary Pusher is motivated by the desire to be involved in interesting and challenging work. They enjoy working and want to be fully engaged in their work and their workplace. They are passionate and driven to make things happen and get things done. They are the ultimate change leader and will assume the responsibility and ownership of taking an idea and opportunity from the initiation stage through to implementation and then completion, where the outcome sought has been achieved.

“I actually want to find my work interesting and some of that is going to make it challenging for myself because my boss won't necessarily do that, he would give me projects and stuff to do, but with a lot of it, it is finding my own interesting things to do and that's where we are building processes and new things and new services, it keeps it interesting for me”

Their strength is their leadership while their weakness is their limited regard for formal governance frameworks and roles of authority. Their core desire is to achieve change through pushing the boundaries and their fear is to be bored and restrained. Their ultimate goal is to undertake interesting and challenging work by creating their own agenda. Their personal objective is exercising leadership to push their organisation into new territory. They iteratively and incrementally push their organisation, including the people, processes and structures, into new territory. These are initiatives that haven’t been done before and may result in new services, policies, systems, customer delivery mechanisms or procedures. Their motto is: ‘I will take on the responsibility to lead change’.

“It's about ‘I want to lead the way’ because I want to have a positive impact and I want to have a positive influence, I don't want to just be doing what I'm doing, doing what I'm told and being a person that's doing a bunch of tasks. I want to actually be going out there and going ‘what is the vision? how can we move towards it?’ and to do that you've got to be thinking into the future and not thinking about right now”

The intrapreneurs want to do interesting and challenging work. They do not want to work on routine processes that confines them to predetermined outputs. They do not want to wait and be told what to do by others. More so, intrapreneurs do not even think others should be left to do routine, straightforward work because they see interesting and challenging work as a fundamental mechanism to increase employee engagement in their work and their workplace. The intrapreneurs are passionate and driven to make things happen and to get things done. As they see it, formal leaders in their organisations are not exercising the leadership needed to address the public sector problems that they have identified. As a consequence, intrapreneurs assume the responsibility and ownership of taking an idea and opportunity from the initiation stage through to implementation and then completion, where the outcome sought has been achieved. The intrapreneurs volunteer to take this responsibility, not only over and above their normal duties, but often in direct opposition to the views and desires of others that do not agree with their actions. The intrapreneurs become boundary pushers where they iteratively and incrementally push their organisation, including the people, processes and structures, into new territory.

The intrapreneurs describe their relationship with work in positive terms. These intrapreneurs want their work to be *intellectually interesting* and *challenging*. They are *enthusiastic* about what they do, they are *enjoying* work and they find it *engaging*. Further, they find work *rewarding*, and it provides them with the *satisfaction* they desire. For them, the worst-case scenario is to do work that is *boring* and *unfulfilling*. These intrapreneurs have come to the conclusion that they cannot rely on their managers to provide them with the type of work that provokes these positive descriptors. They must *create* their *own future*, and *make life interesting* for themselves. Many of the intrapreneurs are so passionate about this that they do not just believe that they should be doing interesting work, but that all employees should be more engaged with their work, believing it is what *people want from their work* and that it *won't help the business* to have employees doing high routine, low value work.

I actually want to find my work interesting and some of that is going to make it challenging for myself because my boss won't necessarily do that, he would give me

projects and stuff to do, but with a lot of it, it is finding my own interesting things to do... it keeps it interesting for me.

I like working. I think not everyone likes working. I enjoy working...

You spend too many hours at work not to be enjoying yourself and I don't mean being happy, I mean being challenged, interested, engaged, which is what people want from their work...

Although they feel positive about their relationship with work, the intrapreneurs are aware that others do not feel the same way. The intrapreneurs do not see other people exercising *leadership*, or deciding to *push through* the obstacles, or knowing *how to go about* implementing an intrapreneurial initiative.

[most employees] they don't think they have got the power, they will put up ideas but then they just feel very uncomfortable actually doing anything with those ideas and that's okay but for someone to push through and be an entrepreneur in government you've got to have a very strong focus on 'this is going to achieve something and I'm going to be able to do it and I'm going to be supported to do it'.

It's all very well to have an idea but if you don't know how to go about it, if you don't have the tools or the skills or the knowledge - then you are not going to make the best of the opportunity.

On the other hand, these intrapreneurs do feel *excited* and *motivated* about making things happen in order to *get stuff done*. They have the *passion* needed to drive intrapreneurial initiatives. They also have the desire to *control* and *lead the way*. They are interested in *thinking into the future* and thinking about the *vision*.

...my ideal organisational job setting would be with people that just want to get stuff done. I just want to get stuff done.

...actually my passion, it's just improving the way we do things for government.

It's about 'I want to lead the way' because I want to have a positive impact and I want to have a positive influence, I don't want to just be doing what I'm doing, doing what I'm told and being a person that's doing a bunch of tasks. I want to actually be going out there and going 'what is the vision? how can we move towards it?' and to do that you've got to be thinking into the future and not thinking about right now.

The intrapreneurs observe that others are *not making it happen*. They decide to go one step further from just expressing their excitement and their motivation to get stuff done. They make a clear commitment that they will *fight for what they believe in*, in order to make sure something gets *delivered*, they will *take it on* and assume the *responsibility* to lead the intrapreneurial initiative in question. The decision to take on the responsibility is purely voluntary, it is *not a role that someone appointed them to*, it is not their *normal* work, they do not have *authority* to assume leadership. The intrapreneurs decide to *put extra bits of efforts in* to push their organisation *into new territory* and ultimately demonstrate the *willpower* required to *push the boundaries*.

Someone needed to do something. So I decided to. It was something that I felt passionate enough about, strongly enough about it, that I thought well I'll do this regardless and just see where it goes.

So as I say I don't think anyone has done that before and I guess for me it was just [one of] those things that said 'here is an opportunity...Can we ignore that?' And I said 'well, do we want to ignore it?'. So there were these things in my head that said 'well here is an opportunity'.

...my observations are, over thirty years of working, that things get done because people are prepared to push boundaries and put extra bits of efforts in beyond the narrow confines of what they've done and they're not just looking at 'how do I do something efficiently? but how do I be more effective at it?'

4.2.4 Challenging the status quo

Intrapreneurial Archetype

The Expert Reformer: Challenging the Status Quo

“Challenge it in conversation, challenge it in action, challenge it, but be brave, if you’re not brave, things are normal, things stay the same, nothing changes”

The Expert Reformer challenges the status quo. Their dominant intrapreneurial characteristic is intrapreneurial strategy, voluntarily creating workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation’s strategic directions. In this case, intrapreneurship is their mechanism to challenge the way things are done in the public sector. For the Expert Reformer, work is about doing things smarter, improving performance and taking more risks.

“We’ve got to do things smarter”

“The motivation is to just not accept the status quo, and saying ‘look there’s got to be a better way, how do you actually do it?’ ”

“We actually have to be frank and fearless... and critical of the way that we conduct ourselves”

They have a novel perspective on what needs to be reformed and how to reform it with no allegiance to traditions or past practices. The Expert Reformer is keenly aware of their environment. They are alert to the opportunities available to reform the activities of their organisation. They don't just see opportunities through specific public sector initiatives, but also opportunities related to the broader picture of how the whole system that supports the public sector needs to be reformed, the culture, the structure and the processes.

“I think culture has got a lot to play with everything and I think if we want to change the culture you can have things that inject some energy, that is different, but you have got to work on the history, on the past practices”

“I'm thinking for me the biggest barrier there is the design and structure of the sector and the way the money is given out and you were never really going to change that. So the challenge is how do we work that to its maximum efficiency?”

Their strengths are their critical thinking, awareness of environment, high standards and improvement orientation. Their weaknesses are the potential for idealism and over optimism of the degree of reform possible. Their core desire is to challenge the status quo and their fear is of being ignorant to what needs to be reformed around them. Their ultimate goal is to build knowledge regarding what needs to be improved and their personal objective is to use that knowledge to both implement their specific reforms as well as enable intrapreneurship in general. The motto of the Expert Reformer is: ‘I know what needs to be changed around here’.

“If I had a magic wand I would be doing a lot of things to disrupt some of the systems in the public service. I would be moving certain people into positions and other people out of positions and pushing a much more progressive agenda”

The intrapreneurs have strong views that things need to change in the public sector. They challenge the status quo. More specifically, they wish to challenge the way things are done in the public sector. The intrapreneurs believe they know what needs to be changed, improved and reformed. In particular, they are experts at understanding the culture of the public sector and how that can help or hinder intrapreneurial initiatives. The problems and issues that they'd like to reform are wide ranging, however, there are three key areas commonly identified. These are the acceptable levels of performance of employees of the public sector, collaborative working across the sector and the level of risk adversity in the structures, processes and behaviours.

The intrapreneurs are motivated to challenge the *status quo* in order to *make positive change*. They emphasise the importance of challenging the *norms* and doing *things smarter* as well as taking on tasks that involve dealing with *complexity and change* in order to make things better. The intrapreneurs believe there is a need for public servants to be *critical* of their own behaviours and ways of doing things.

So the motivation is to just not accept the status quo and saying 'look there's got to be a better way, how do you actually do it?'

...we actually have to be frank and fearless... and critical of the way that we conduct ourselves as well...

To step outside the normality, to step outside the norms, you know, challenge in conversation, challenge it in action, challenge it, but be brave if you're not brave, things are normal, things stay the same, nothing changes...

The intrapreneurs believe there is a need for the *past practices and the conventions and structures* that have been built up over long periods of time to be brought down. Namely, it is the *culture* of the public sector that requires the attention and energy to change and that *nothing is going to improve until the culture improves*.

Sometimes I think 'not at all, you're not making a squat of difference because it's just too hard' and sometimes I think 'well, yes we are changing quite a bit because the complexity and the past practices and the conventions and structures have been there for time immemorial and they have been systematically built up'...

I don't need to produce a great (...) strategy, I need to change the culture...

...really it's a Catch-22, so we are going around in circles and nothing is going to improve until the culture improves, that's my bottom-line theory...

...managing culture is the hardest thing...

The intrapreneurs discussed a variety of aspects of the current ways of doing things that they wish to change. One of the common themes across the intrapreneurs is the desire to change the performance of people that work in the public sector. This includes the desire to *push people, move people into positions and fire people* as a result of *incompetence*.

I mean if I had a magic wand I would be doing a lot of things to disrupt some of the systems in the public service. I would be moving certain people into positions and other people out of positions and pushing a much more progressive agenda but I don't have a magic wand, so I just have to do what I can do.

Well I'm going, well what happened? What's going on? This is just incompetence. Well I didn't say it like that [laughter] but this is stupid. Who was in charge of that? And they'd be fired if I was king for the day, they'd be gone. They let that happen. Gone. [Executive] gone. [Executive] gone. [Executive] gone. Anyone that was involved in that scheme that just lost us [money]. Out. See you later.

Another common theme is the desire for the culture to support working more *collaboratively* across the sector.

...not work in competition but work in with the mutual benefit perspective.

I don't think about it with making an empire out of this, it's a step toward collaboration. Agencies working together, creating a better outcome for the citizens...

...I'm thinking for me the biggest barrier there is the design and structure of the sector and the way the money is given out and you were never really going to change that. So the challenge is how do we work that to its maximum efficiency?

The final common theme is that the intrapreneurs want *risk taking* to be an acceptable practice including having the *permission to fail*. They want less *approval processes* as well as *delegation* frameworks that enable appropriate distribution of *accountability*. The intrapreneurs believe these reforms will help decrease the cost of getting things done as well as increase the speed and scope in which the sector can respond to problems.

...if we were relentless in our desire to strip out unnecessary hurdles and approval processes, we would immediately be more productive...

Government is too risk adverse. What's the worst that will happen if you actually make a decision? We need permission to fail...

The impact of a risk averse... multiple layer permission seeking bureaucracy just constrains, demotivates. It has the effect of dulling ambition and I'm not talking

about personal ambition, but project ambition and I think that that can be frustrating, it is frustrating.

4.2.5 Using expertise to create ideas and opportunities for improvement

Intrapreneurial Archetype

The Innovator: Using expertise to create ideas and opportunities for improvement

"I am always looking for those opportunities where I can help to make things a bit better"

The Innovator uses their expertise to create ideas and opportunities for improvement. Their dominant intrapreneurial characteristic is intrapreneurial strategy, voluntarily creating workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation's strategic directions. The Innovator develops new ideas by having different perspectives to public sector work, identifies problems that others do not see and novel solutions to those problems. They see the world through the lens of improvement, challenging the very acceptance of why a problem needs to exist when they could use their creativity to innovate a solution to solve it. Innovation is on their mind all the time, at work, in each meeting, conversation and document they read, as well as at home where they spend their personal time seeking inspiration from what others are doing. They have the expertise of creativity and out of the box thinking. They design different ways of doing things and they use drawings and models to communicate their innovations. Their innovations often come in the form of improvements or applying an established service or process into a new environment.

"[when having a conversation] you just pick it up and you go like 'I think that one's a solution, I think there's an opportunity here, I think there's something [that] needs to be explored in that space' "

They are curious and mindful of what is happening directly around them, in their own work group, organisation and across the public sector. They are also curious and mindful of what is going on in the greater world around them, outside their direct environment. They seek out various forms of input to satisfy their inquisitive and creative minds as well as reflecting on their own experiences. They seek out opportunities. In many cases, they seek out opportunities that can be achieved by leveraging their own personal strengths, the resources they believe they can attain and the environment they are working in. As a result, their intrapreneurial initiatives are drawn from, and inspired by, the body of knowledge and experience they have built up for themselves.

"Opportunities... the world is your oyster... you make opportunities or you find the opportunities and you do that through listening, watching, reading, participating. It's all those things. So I think that's the important part about it and that is where opportunities grow from. Not, if you sat back and waited for something. You're never going to get it"

The strengths of the Innovator are their creativity, environmental awareness, curiosity and many perspectives on a problem. Their weaknesses are the potential to create bad solutions, misunderstand the problems they are trying to address or create solutions that aren't needed. Their core desire is to innovate. It is foundational to their personality and work style. Their fear is that they may never see their ideas realised. Their ultimate goal is to use their expertise to create ideas and opportunities for government performance improvement. Their personal objective is to build a high-level of awareness of their environment, both inside and outside the public sector, in order to understand the problems, develop the solutions, and create the opportunities to implement their solutions. The motto of the Innovator is: 'I have the solutions to public sector problems'.

"I think there is something quite creative in doing good work and I think the urge to create probably underpins some of this stuff"

The intrapreneurs bring a different perspective to public sector work. The intrapreneurs have an expertise in identifying problems that others do not see, the gap between what is, and what they think should be. They also see themselves bringing expertise in providing answers and solutions to those problems. The intrapreneurs are mindful of what is happening directly around them, in their own work group, organisation and across the public sector. They are also mindful of what is going on in the greater world around them, outside their direct environment. They seek and receive various forms of input to satisfy their curious and creative minds as well as reflecting on their own experiences. The intrapreneurs seek out opportunities. In many cases, they seek out opportunities that can be achieved leveraging their own personal strengths, the resources they believe they can attain and the environment they are working in.

Many of the intrapreneurs discussed *gaps*. They see empty *space* where other people are not addressing the critical *questions* or *problems*. These intrapreneurs believe that they have the *answers* and the *solutions* to those *problems*.

...but I guess for me it was about saying that's always been a gap. Do we continue to ignore the gap and say we don't really care about (...)?

This is the big game. So if you want to actually start... figuring out how to get this done right, you got to figure out how to get into this space and that's what I've been trying to do because nobody else is doing [it]...

...because I have got the answer. Not the answer, but I've got an answer...

It is a beautiful solution to a problem. A really hard problem.

Overall, the perspective of the intrapreneurs can be summarised as seeing the world through the lens of improvement. They are oriented towards seeing a *problem*, challenging the need for the existence of that problem through *looking at what can be done* to eliminate the problem, coming up with *ideas* and using a *creative* approach to

problem solve. In the intrapreneurs own words, they see this as a critical part of how they work, their *modus operandi* or *style*, and even who they are as workers and their *personality style*.

I think there is something quite creative in doing good work and I think the urge to create probably underpins some of this stuff personally...

...some of it might be just an idea and then in the middle of the night I'll get a piece of paper and just draw it, so that I can capture what I'm trying to say. Sometimes that drawing can be far more useful than words or trying to describe it with words. So I see things in drawings and models.

I guess that's what I have always done is try to say 'no you don't have to do that the way you've always done it, why don't we think about it differently, why don't we think about how you might do that and get that as well'. Well that's my style.

The intrapreneurs demonstrated that they are very aware of what is happening directly around them, in their own work group, organisation and across the public sector. They are *curious* people, who listen closely to *conversations* around them and read organisational *documents* and communications, often with the intent to *read between the lines*. This input helps them to come up with *ideas*, identify *opportunities* and create *solutions* to problems.

Constant curiosity.

The other one is exposure through [organisational] documentation... that it's about looking between the lines. It's the classic statement about read between the lines, not read the lines.

[when having a conversation] you just pick it up and you go like 'I think that one's a solution, I think there's an opportunity here, I think there's something [that] needs to be explored in that space' ... I love the whole thing that you've got one mouth and two ears and you need to use them appropriately. If you see me sometimes in meetings I'm really quiet... I'm just taking note of things and just listening to what's going on...

The intrapreneurs seek input far wider than just their organisational context. They are also aware and attuned to what is happening in the greater world around them. National and international current affairs, social media and other trends in popular media as well as reference materials, academic journals, annual reports and legislation within their own specialisation. They are seeking *different perspectives*, to *learn from other people*, including what has *failed* for others, to find something *interesting* that they could apply to their work and where they could identify an *idea came from*.

LinkedIn is one of the few things I look at, TED talks. I'm not a TV watcher but if I am it's usually a documentary of just about anything... I'm reading quite a lot, always reading at the moment I'm reading a lot of Brené Brown which is interesting but a lot of self-development books just trying to get a different context, management books... it just gives you a different perspective, doesn't mean I have to agree with any of it but it gives me a way of thinking about something that I wouldn't have thought about otherwise.

[participant describes the work of an author and public speaker] That's where the idea came from.

...what can we learn from other people who are doing these sorts of things? Different company, different environment but inherently they are providing a service to people and if you are providing a service to people you can learn from their mistakes...

In addition to seeking external input to help them innovate, some intrapreneurs use their own *experiences* as a source of inspiration for *ideas*, *ways to solve problems* and methods of improvement. They draw on their experience from long careers which include many types of roles, as well as from *moving around a lot*, or working *outside of government*.

So because I've done all those different things, a lot of my ideas come from just literally seeing different ways of doing these different styles of management and styles of leadership, different ways to solve problems...

...my twenty odd years working in (...) takes me to this point.

I don't see many others actually see that [the perspective and ideas that the participant brings]. They haven't had that experience. They don't know what it's like to work outside of government.

These intrapreneurs see *heaps of opportunities* around them to implement their ideas and to put in place their solutions to gaps and problems they have identified in the public sector. The intrapreneurs discuss *looking for opportunities* as well as when they *find the opportunities*. Intrapreneurs also discuss their proactive mindset when it comes to the ability to *make opportunities* or *created the opportunity*. Some intrapreneurs even refer to their approach as *opportunistic*. Finally, the intrapreneurs evaluated their opportunities from the perspective of ease of implementation, what they *can do*, within their own strengths and abilities and *resourcing* they could attain.

I think I am always looking for those opportunities where I can help to make things a bit better.

Opportunities... the world is your oyster... you make opportunities or you find the opportunities and you do that through listening, watching, reading, participating it's all those things. So I think that's the important part about it and that is where

opportunities grow from. Not, if you sat back and waited for something, you're never going to get it.

So I look at possibilities and I go 'what's the thing that we can do?'

4.3 Major theme two: generating freedom and taking action

4.3.1 Overview of major theme two

The second major theme, generating freedom and taking action, represents one of the three major activities identified in the experience of public sector intrapreneurs. The few prior studies, discussed in detail in Chapter Two, identifying intrapreneurship process activities demonstrated similar activities, such as legitimation and exploitation (Belousova et al., 2010), preparation and emerging exploitation (Bosma et al., 2010; de Jong & Wennekers, 2008), idea implementation (Hornsby, 1993), opportunity exploration and opportunity development (Puech & Durand, 2017), and finally, creating space for action and legitimacy (Sundin & Tillmar, 2008). This major theme can best be characterised as demonstrating intrapreneurial behaviour in action. Intrapreneurial behaviour involves the pursuit of opportunities regardless of the control over resources (de Jong & Wennekers, 2008). It encompasses the intrapreneur's proactive, innovative and risk taking actions to carry out their intrapreneurial initiatives in organisations (de Jong et al., 2011). This is where the intrapreneur's tactical approaches, illustrating how they progress their initiatives, can be best evidenced (Belousova & Gailly, 2013; Bosma et al., 2012; de Jong et al., 2011; Dovey & McCabe, 2014; Moriano et al., 2014; Zhu et al., 2014).

Three superordinate themes have been identified under this major theme. Freedom to act provides the intrapreneurs with the ability to pursue their intrapreneurial activity. Without freedom to act, intrapreneurs cannot progress their ideas, exploit opportunities, generate outputs or implement change. For example, they may find obstacles in their way that cannot be overcome, they may be directed to stop their actions or be the subject of other employment conditions which prevent them from

progressing their initiatives. Participants undertook a number of approaches to generate freedom to act and then take action. Firstly, exploring different ways to create freedom, where all participants demonstrated identifying and utilising a wide variety of techniques and pathways to generate freedom. Secondly, seeking connections to create freedom, where all but one participant demonstrated giving, receiving and seeking social support from others in order to generate the desired freedom. Thirdly, knowing how things are done, where all but one participant demonstrated knowing how things are done within the public sector and using this knowledge to take the actions required to achieve their initiatives.

Each of these superordinate themes exemplifies a distinct mindset of public intrapreneurs acting intrapreneurially that can be best represented through the use of archetypes, revealing characteristics, strengths, weaknesses, goals, desires and context for use. These archetypes demonstrate the manifestation of intrapreneurial behaviour in different ways. Each superordinate themes and corresponding archetype is now described in turn.

4.3.2 Exploring different ways to create freedom

Intrapreneurial Archetype

The Pathfinder: Exploring different ways to create freedom

"The trodden path is A to B, that direct one, and so sometimes I just find different pathways that are still perfectly legitimate but not the normal path"

The Pathfinder explores different ways to create the freedom to act. They know that within the highly bureaucratic environment of the public sector, they need to generate the freedom, including time, energy, resources and endorsement, that is needed to implement their innovative ideas. Their dominant intrapreneurial characteristic is intrapreneurial behaviour, their proactive, innovative and risk-taking actions to carry out their intrapreneurial initiatives in organisations.

"You just got to figure out how you're going to do it"

The Pathfinder finds and creates the opportunities for themselves to generate freedom. They will pass through these opportunities quickly, finding lots of different angles to exploit but always moving on if one way doesn't work. They may seek permission in a variety of ways or creatively align their initiative with other initiatives that already have permission. They'll create a way to demonstrate their initiative or pilot it in a novel way. Finally, they may do it without permission, using inventive covert tactics to disguise their activities.

"The old saying 'it's better to ask for forgiveness than permission', it's very, very true of government and sometimes you just do it"

The strengths of the Pathfinder are their open mindedness and focus on effective outcomes. They are highly flexible in their approach and changing their tactics. If one way doesn't work, they will find another. They may align with other initiatives or people, pilot, secure permission, hold tacit authority or get it done under the radar. The Pathfinder does not just do this once, securing freedom that allows them to implement their initiative. Rather, this is an iterative process, where freedom is often only gained in small amounts, for certain parts of the implementation process, and different pathways are needed to generate freedom for different parts of the process. The weakness of the Pathfinder is the potential lack of overall strategy of how to get this freedom, impatiently trying everything at once, rather than considering each pathway with strategic intent.

"I just try presenting it in a different way and so keep coming from a different angle or adding extra information to how I present it so people can actually see what I'm seeing"

"You might find something, a different pathway or something like that and it reappears in a different light or a different timing or something like that"

Their core desire is to do everything possible to find or build a pathway to freedom. Their fear is being confined, with the organisation withholding the needed freedom. Their ultimate goal is to generate the freedom required to implement their idea. Their personal objective is to find a way to get it done, using flexibility to change their tactics as needed. The motto of the Pathfinder is: 'I will find a way'.

"It requires lots of patience and perseverance to bring it from the bottom up until you get the authority for it to occur"

The intrapreneurs need to find pathways to generate the freedom they need to be able to implement their innovative ideas. The intrapreneurs are aware that they do not automatically have the freedom to pursue their intrapreneurial activities and that they need to take some sort of action to secure freedom. There are many different ways that they use to try and secure this freedom and they are flexible about changing their approach if an approach is not working. One way is to seek permission to act. Another way is to align their initiative with other initiatives that already have permission. Another mechanism the intrapreneurs use is to undertake a pilot or trial initiative. Finally, the intrapreneurs may try to do it without getting permission. This may involve arguing they have received tacit rather than explicit permission or it may involve doing it quietly and taking steps to ensure people are not aware that it is happening at all.

The intrapreneurs are aware that they cannot just act without trying to find a pathway to freedom. The intrapreneurs are coming from the *bottom* up, with no formal *authority* to do what they are intending to do, they work in an organisation with a hierarchy of roles and approval mechanisms and *report to somebody else*.

...intrapreneurs, they have one more layer. They are not working for themselves, they are working for somebody else and therefore their bottom line is that they report to somebody else and somebody else's 'no' then that's the end of it and then they've lost that spark, or that drive...

... it requires lots of patience and perseverance to bring it from the bottom up until you get the authority for it to occur...

I'm at the bottom remember, knocking on the door trying to get things happening.

For these reasons, the intrapreneurs contemplate what the best course of actions are to attain or generate the freedom they desire. They consider the *pathway* available to them, *how* to do it and what *different* options they have to reach their goals.

You just got to figure out how you're going to do it.

What's the pathway to implementation?

...had learnt very quickly... the way to protect and create a pathway... to make change possible

Some of the intrapreneurs had the view that they needed to secure permission by getting the *authority* or *mandate* that they needed.

...establishing a mandate progressively as we went along for the work, getting the buy-in...

...so I found different ways of actually going - not necessarily around but - taking people with me bit by bit to finally get it through... so that would be getting the authority I needed to get it in place

A common mechanism for the intrapreneurs to use in their first attempt to seek freedom to undertake their intrapreneurial initiative is to formally ask permission to do their initiative by composing a written *memo* or *business plan* documenting the benefits and seeking endorsement from the authorising environment. Another formal approach is to become a member of an existing organisational *committee* where their initiative could be tabled and endorsed.

I did a business plan. I showed how much money we could save by doing this.

I have created a document, a draft, to say here is the model... here is all the different models, here is a fifteen-page document, that is just a brain dump, it's to get us started.

I busted my neck to get on every single central committee that had an impact on (...) so I would come with a different perspective,

It was clear that the intrapreneurs think there are lots of *different* ways to generate the freedom to act. They are flexible about changing their approach and *try something else* if one way is not working because they *don't know what would work*. They may try *presenting it in a different way, adding extra information, trying a different angle, asking lots of times, or using different timing*. They may use multiple strategies at the same time, for example *already progressing it*, while seeking formal approval or pursuing permission from *all the chain elements*, the individual formal leaders in the organisational hierarchy, at the same time.

...you just can't get it happening at this point in time, so you sit on it and you wait and it might be for four or five years later and then the right environment comes along and you roll it out again, 'so here's something I prepared earlier'... there is still some things I prepared back in 2008 that I think are just waiting for the right time [laughter].

...there'd be different ways of gathering the evidence or doing something that could go back and say 'just thinking more about this and what if?' ... so I would go away and come back, 'just thinking more about that, there might be this opportunity and this would be the benefit' and so maybe I just wore people down because I was annoying but nine times out of ten I'd get a 'yes'.

It comes down to individuals, generally, and they can be in varying parts of the chain of that authorising component so even if you've got someone at the top of the chain that wants what you can see and you see direct alignment and you've got someone blocking, blocking that, it won't happen. You can't. So you actually need

all the chain elements to work even if it's not perfectly but to, enough to, actually to get it through...

Some of the intrapreneurs chose to seek *alignment* of their initiatives with other activities or an existing *agenda* that has already been endorsed by the organisation. Their intent is to demonstrate legitimacy of their initiative by association with similar but already endorsed initiatives as a way of achieving freedom.

...there is alignment of agenda...

We've just tied it into (...) as much as possible...

The intrapreneurs *test the waters* to seek feedback on their intrapreneurial idea. Sometimes they *pilot, trial* or create a *demonstration project* as a way of presenting what their idea is and what could be achieved while trying to keep risk taking and resource consumption low.

I might test the waters a little bit, just pop out an idea to see what sort of reaction I get back with a few different people... doing my litmus test so I tend to find people that I can maybe put an idea past on the sly and get an idea of the appetite...

I trialled a process...

...it's better if you can actually have a demonstration project... and that demonstration project has to be good, has to not mess up, it has to be of a reasonable quality...

These intrapreneurs talk about doing it without getting permission. In response to not getting engagement or endorsement from their managers, some intrapreneurs decided to *work around* the absence of approval, to *do it...anyway, make it happen* or get it

done anyway. Other intrapreneurs chose not to fully disclose the extent of the activities as their manager *doesn't need to know* the full details. The intrapreneurs were aware that they risked getting in trouble from their decision to *break the rules*. If these actions were discovered, the intrapreneurs were aware that they may need to *ask forgiveness* or *repent at leisure*.

I had a complete micromanager, she'd drive me crazy and I'd been here probably six months before she trusted me and let me get on with my job and stop bothering me and that's when I started to change things, that's when I started to kind of get things to happen that I knew she didn't want to happen, but I went through another way and got them done anyway.

So what do you do? In my case, break all the rules. I love that thing, 'first go away and break all the rules'.

Sometimes you ask permission and at other times you take initiative and be prepared to repent at leisure.

There is a special form of behaviour regarding doing it without permission that many of the intrapreneurs referred to their own behaviours using terms such as *disguised*, *stealth*, *under the radar*, *incognito* or *subterranean*. These behaviours involve actively keeping their actions a *secret* from the Authorisers. This could involve getting something to happen without the Authorisers knowing at all, or *without them knowing* until it has reached a certain stage of maturity.

We kind of just did them by stealth. It's almost like you do it under the carpet and not tell anyone until it gets to a point where it becomes so 'ooo'.... It's that approach that changes the game because that approach is actually going around the blockers, the barriers and putting things in play...

Subterranean.... I worked below where you could actually see things happen.

...you can be a bit incognito in that you can just get the job done.

Depending on what their intrapreneurial initiative was, the intrapreneurs do sometimes have to raise the initiatives into the light. For example, for launch or for transitioning into operations. Some initiatives cannot be *kept under the radar* for long.

...now people will get all surprised and 'oh, wow, that's amazing' and that's kind of the gratification when you say 'well we have been doing this for six months and nobody has known, the boss didn't know, it's been awesome'...

Some intrapreneurs did not get explicit permission, but they also were not explicitly directed not to pursue their intrapreneurial initiative. It was a *tacit* or *implied authority* they argued. For example, through a statement in a *role description* that could be open to interpretation, or reporting on activities that were never acknowledged one way or another.

...the authorising [environment] wasn't explicit, I think it was tacit... I wouldn't say there was a formal discussion on that, so the authorising environment for that was ambiguous, I'll put it that way... implied authority as opposed to explicit authority if you like.

...so I guess in the role description it says something like 'respond to current and emerging needs...' so under that banner I can be as innovative as I need to be, or want to be, across any number of areas, working with any number of people.

4.3.3 Seeking connections to create freedom

Intrapreneurial Archetype

The Networker: Seeking connections to support it to get done

"I think at the heart of this is for me, is probably networks. So if you're feeling constrained there is strength you can draw, strength from your networks in terms of who else can you combine with to get things done"

The Networker seeks connections to support their initiative to get done. Their dominant intrapreneurial characteristic is intrapreneurial behaviour, their proactive, innovative and risk taking actions to carry out their intrapreneurial initiatives in organisations. The Networker uses the process of connecting with people at all pay grades, skillsets and specialist areas of knowledge as a vast array of opportunities to exploit in order to get the support they need. These connections can be within their organisation, across the public sector, or with organisations and individuals outside the public sector using whatever social means they can to build these connections.

"It is the personal relationship, the series of little circles that's formed all over the place that connects people that are far more powerful to make intrapreneurs work and those are the ones that are the unspoken ones"

While exercising connection-making as their mechanism to generate freedom to act and deliver their initiative, the Networker gives themselves legitimacy and validity by demonstrating to decision makers that their initiative is supported by others. Also, the Networker gives themselves the resource base, the people with the needed skills and knowledge, to actually deliver their initiative. Most significantly, they build a personal reputation that can be leveraged to help them get what they want and which can be used throughout their career. Consequently, their connections are not just to support their needs today, but for future endeavours as well.

"Offering help and being prepared to ask for help. If you can do those two things you are halfway there to building the network and relationships in getting things done with other folk"

"I have a reputation and I've worked very hard on that reputation"

The strength of the Networker is in building communities, gaining the trust and respect of others as well as being generous towards supporting others. The Networker uses persuasion, networking, idea championing and coalition building to gain the freedom they need. They use existing and newly created relationships as a means to identify, seek and arrange the resources they need to enable them to turn an idea into reality. Their weakness is that they have the potential to be manipulative and focused on personal gain. Their core desire is to generate the freedom required to implement their idea through their connections with others. They fear being rejected and being let down by others. Their goal is to develop a network of support. Specifically, the Networker has the personal objective of giving support, seeking support and receiving support as their means of developing a network of support to help them get what they want. The motto of the Networker is: 'other people can help me to get what I want'.

"I had to have several meetings and all the time - so we had coffee meeting, after coffee meeting, after coffee meeting, trying to bring people on board - all the time trying to establish a mandate"

The intrapreneurs seek connections with others to support their quest for freedom to act. This includes connecting with their peers, their managers, departmental formal leaders as well as their staff. These connections can be within their organisation, across the public sector, or with organisations and individuals outside the public sector. These connections assist intrapreneurs in many ways. Being able to demonstrate to decision makers that an intrapreneur's idea is supported by others provides legitimacy and validity. Also, having the support of people that have the knowledge and skills to enable the delivery of an intrapreneur's idea reduces implementation risks and consequently, builds a stronger case for approving the idea. Finally, building a relationship with, and gaining the direct support of, decision makers provides intrapreneurs with a direct line to freedom, with decision makers, influencers or formal leaders able to endorse an intrapreneur's endeavours or at the very least, step in to reduce any negative ramifications to the intrapreneur as a result of undertaking activities without permission. The intrapreneurs make these connections and build this network of support through giving support, receiving support and seeking support. As a result, they build a reputation that can help them throughout their career.

The intrapreneurs acknowledge that relationships with others are *important* and *powerful*. Some relationships are known to all, but other relationships are *unspoken*. Although these connections could be *business-like* and *short-term*, more often they are *personal* and based on prior *mutual* experience. At a broader scale, the public sector could be seen as a *series of little circles* of relationships.

...it is the personal relationship, the series of little circles that's formed all over the place that connects people that are far more powerful to make intrapreneurs work and those are the ones that are the unspoken ones...

...an intrapreneur inside a public sector has to be really savvy on who's who, where is where and what is what because I don't know who you are best friends with, you could be best friends with the deputy CE as far as I know, having coffees on Sunday mornings or reading the paper together, I have no idea...

The intrapreneurs reflected on the importance of *building the network and relationships* required to *succeed* in their intrapreneurial activity, and specifically to generate the freedom to act. The intrapreneurs believe there is a need for *backing* from influential people, that those people can *help* the intrapreneur. Building a network of support can be compared to developing an *alliance* with others. Even when intrapreneurs view that this process of building relationships and networks is *noise* and does not add value to the intrapreneurial activity itself, it is still acknowledged the positive impact that comes from the influence of their network which is critical to success and requires time and effort to develop and maintain. They consider *who* they will involve in their intrapreneurial activities as well as what other *people's skills and knowledge* can provide.

I kind of think it's similar to Survivor [TV show] you know - you are playing in this alliance without anyone knowing there is an alliance.

...for an intrapreneur to succeed they need backing, they need backing by people whose leadership qualities are respected...

So the intrapreneurial component is actually utilising the resources that you've got at hand and then taking those resources and understanding their capacity and their strengths and how you can maximise the outcomes...

The intrapreneurs provide *help* and *support* to others. That includes *listening*, *encouraging*, backing other people, valuing the ideas of others, providing a safe environment for people to try new things, providing *protection*, empowering others, giving others *freedom*, providing a *permission environment* and providing motivation. The intrapreneurs provide this help and support without the expectation of *getting something back*.

...offering help and being prepared to ask for help. If you can do those two things you are halfway there to building the network and relationships in getting things done with other folk.

I've sort of adopted a practice over the years that in order for people to feel that their ideas are valued sometimes you need to let people follow their head... the implications of squashing that person's drive and morale are actually more counter-productive than the downside of failure.

...the first thing I do when I get to a place is get to know people and if I can help them, I help them and I don't have any expectation of getting anything back... if I can help someone I will because eventually I'll probably get some payback if I need it, and if I don't need it, well great, I've helped someone else.

The intrapreneurs received *support* from others, such as staff, managers, peers and external agents, that helped them with their intrapreneurial initiatives and to generate freedom to act. These were people that they had a *very good relationship* with, they were the *right connections* and *terrific people*. They were people that the intrapreneurs had *trust* and *respect* for. The intrapreneurs received *above and beyond effort* from these people, even when they were *sick*.

...I have a relationship with a few people there that I really trust and...I knew they were going to give me a good, above and beyond effort, and their hearts were in the right place...

...just having someone there... was a massive help just like, if you are a stool, just like another leg just holding me up just knowing that she was there, I think, kept me sane...

So I feel truly that you always understand that you have one or two people that you can trust and they aren't in your organisation, they are outside the organisation and you need to know when you can actually talk to them about certain things... it's a conversation that is not on a piece of paper. It's not in an email, it's just a verbal conversation...

The intrapreneurs were aware that their reputation is a commodity that can help or hinder them receiving support for their intrapreneurial initiatives. The way they behave leads to their reputation, to having a *track record*, being *known* to others, for doing *good deeds* or doing things *respectfully, with integrity* and to having *credibility* where others *trust* them. Their reputation regarding giving and receiving support is particularly important to them, noting that only being *extractive* will lead to the relationship to ultimately breakdown.

...being I guess in a sense not a complete cold call, I was already known to these people because of doing stuff, doing I guess deeds, good deeds...

...I have a reputation and I've worked very hard on that reputation...

I do leverage my networks but hopefully that's not only an extractive relationship, hopefully it is generative...

The intrapreneurs seek support for their intrapreneurial initiatives. They use a wide variety of mechanisms like targeting certain people to have a *conversation* or *coffee meeting*, they *brief up*, they *educate*, they *sell it*, they *promote* it and they request *feedback*.

I had to have several meetings and all the time - so we had coffee meeting, after coffee meeting, after coffee meeting, trying to bring people on board - all the time trying to establish a mandate for it...

I wrote this and... I gave it to some trusted people because I wanted their feedback, is this any good? is this useful? is it worth the department pursuing this? and they loved it.

I think at the heart of this is for me, is probably networks. So if you're feeling constrained there is strength you can draw, strength from your networks in terms of who else can you combine with to get things done.

When seeking support, the intrapreneurs consider the best people they should target. It could be people outside their *management regime* or *progressive people*.

...and you've only got to find the one champion that's not in your management regime that says 'that's what we want, how do I get one of them?'. It's that approach that changes the game.

I went to (...) progressive people who want to see things happen, getting their support, they are very time poor people so you don't go and ask them all the time...

...but it was very much based on 'who you know' and carefully selecting who you think might positively contribute to it.

The intrapreneurs also try to *leverage* other people. For example, those people that could apply *pressure* that would help the intrapreneur, or provide *expert* advice that could support the intrapreneur's arguments, take the intrapreneur's *message* or *project plan* to the desired authoriser. Alternatively, those people could provide the *cover* or *credibility* and *legitimacy* sought.

If I get an expert that proves what I am already saying that will add weight...

I co-opted a colleague... so this colleague took the project plan to the [Executive]...

...so I'm using some other people to sell the message.... so when you [person in position of authority] have your Minister's catch up, I need you to talk around (...) stuff we are up to.

...you get to a tipping point where there are enough people with enough credibility behind you or with you [that they create the mandate you are seeking]...

Another approach the intrapreneurs use is to arrange for someone else to own the initiative. The intrapreneur may *plant a seed* in the mind of an Authoriser with the intent of the Authoriser believing it is their idea. Alternatively, the intrapreneur may engage with someone that has demonstrated an interest in the initiative with the intent of giving it to that person to *make it happen*.

I plant a seed, I wait and I wait and I wait and maybe give it bit more water. In six or seven weeks later it comes out of the right mouth and it happens and I've just got to be careful where I plant that seed.

I identify the early adopter, I identify the champion, that's all that jargon stuff, but I identify the people that will make it happen, who are interested, who respond, you get the spark in their eye, and you get 'ooo' that little bit of body language, okay I'm going to follow up with that person and then I give them the research, I give them the forms, I give them the processes, I engage them in a conversation.

4.3.4 Knowing how to get things done around here

Intrapreneurial Archetype

The Expert Operator: Knowing how to get things done around here

*“So long as you manage that risk in terms of the perception of failure
I think you will be alright”*

The Expert Operator knows how to get things done around here. Their dominant intrapreneurial characteristic is intrapreneurial behaviour, their proactive, innovative and risk-taking actions to carry out their intrapreneurial initiatives in organisations. The Expert Operator is alert to their organisational environment and its changes, key influencers, attitudes and acceptable behaviours. They develop insights into key factors that may help or hinder them in carrying out their intrapreneurial initiatives.

*“It kind of almost feels like an oxymoron, a contradiction of terms, because the system
doesn't tend to reward, the public sector system doesn't tend to reward people who break
with convention... when complex systems are designed to deliver a certain set of outcomes
in a certain way it becomes self-serving. The perpetuation of the status quo becomes the
objective rather than change”*

They understand the many challenges involved, such as the public sector's aim of maintaining the status quo, unsupportive culture, and impact of leadership changes. They use their knowledge to give themselves the best chance to successfully move forward in achieving their goals and take action to manage the perception of failure and tap into people's desire to be associated with successful initiatives, they also chose to disguise their actions when they judge that will assist them through perception management and covert actions.

“I think you've just got to be a bit more disguised about how you work”

Their strengths are their awareness of how their organisation works, its structures, processes, systems and culture, as well as their political savvy. The first weakness of the Expert Operator is a potential over reliance on their knowledge of their organisation and the public sector, as the only pathway to action. Their second weakness is the potential to focus on building more knowledge rather than taking action with their existing knowledge. The core desire of the Expert Operator is to know what they need to do to implement their initiative. Their fear is to misread the game, leaving them vulnerable to failure. Their goal is to build knowledge on how to get stuff done within the public sector and their personal objective is to use their understanding of the public sector to take action to achieve their initiative. The motto of the Expert Operator is that they know how to get stuff done around here.

*“In a sense, what paid my salary was [for] a whole lot of grind in the middle which was not
particularly exciting... which I kept making happen in order that over here, I could do
interesting stuff”*

The intrapreneurs are highly aware of, and give a great deal of consideration toward, their environment. The intrapreneurs provided views on their workplace, the whole of the public sector, the public sector in comparison with the private sector as well as the culture and the behaviours of public servants, including referring to certain individuals as examples. It is clear that it was very important to intrapreneurs to understand their environment. In particular, the role that organisational culture plays in how intrapreneurs can generate freedom to undertake their intrapreneurial initiatives. This includes the impact of innovation and change initiatives on employee attitude towards innovation and change. It also includes the impact of public sector leadership style and lack of performance orientation. The intrapreneurs believe they know how to get things done around here, that is, how to create freedom to act within the public sector culture, through an emphasis on perception management and covert actions.

The intrapreneurs discussed the public sector as a big *system* that does not want to change. That is self-reinforcing with the aim of *maintaining the status quo*.

It kind of almost feels like an oxymoron, a contradiction of terms, because the system doesn't tend to reward, the public sector system doesn't tend to reward people who break with convention... when complex systems are designed to deliver a certain set of outcomes, in a certain way, it becomes self-serving. The perpetuation of the status quo becomes the objective rather than change...

...the systems keep saying no...

...there is a natural tendency within the public sector of maintaining the status quo...

The intrapreneurs go on to separate the *rhetoric* that is promulgated throughout the public sector of it being a pro-*innovation* environment and the reality as remarkably different. Some intrapreneurs view government as using *language* that appears to support and *value* innovative practices in employees, but that it is actually *pretending*

to be innovative, in an environment full of hypocrisy. The controls and the culture do not align with the talk.

I think that's the problem, is entrepreneurship is so much more than pretending to be innovative which government does...

Then you've got the agency saying we really value people that innovate and do new things but then the culture doesn't back it up.... you can just see the hypocrisy of it all in a way.

...the public sector does not have a strong tolerance for failure or constructive failure... it's one thing to talk the talk, it's another thing to walk the talk...

The intrapreneurs identified that the culture around 'pretend innovation' impacts on the attitudes of public servants toward real innovation. There is the *CEO's latest craze*, an organisation *riding every wave of innovation*, not sustaining the innovation but instead public servants *give up and find something else* to move on to.

...someone said (...) 'well, we are riding every wave here, every wave of innovation, well there is a bias for this now, there's that, and now there's a centralisation, [then] decentralisation, then there's this and there is that, we are riding every wave'

Okay we do all this thing and then after the high, then it goes flat so there is power and steam and then all of a sudden, it's not glossy and nice and fresh and new anymore... what I'm finding is we get all fired up, bright shiny new and 100% behind it, then all of a sudden, that's not directly any more what are we going to do now, then we find something else....

The intrapreneurs think the *culture is a problem* when it comes to acting intrapreneurially. They cite instances where they have the *authorising environment* in place, which should give them the freedom to act, but innovation is still *stifled* and they still experience resistant behaviour against them.

We wanted to create the conditions and we were saying 'well, we've got the authorising environment' ... so all the levers were there but the culture that we were working with within... was very resistant to that...

...I have had people tell me 'stop doing that, stop working so hard, don't do those (...), don't do after hours work'...

...we didn't have the leadership in the agency to say, 'well hold on no, no, it's displaying some really bad negative culture there, we need to work on this, let's have a chat', they just let it go because they are part of that culture too, that reinforces their world.

The intrapreneurs view the environment of the public sector in which they are acting intrapreneurially, as very uncertain, being able to radically change at the *click of a pen*. Even when they believe they've achieved the goal of *freedom to operate*, and they are making *headway* on their initiatives, *changes* occur such as turnover in leadership positions *at the top* as well as organisation or sector-wide restructures, which can not only result in achievements reached, to be *lost*, it can also result in a complete loss of freedom and the need to go through the process of *re-starting*.

...when you get a change at the top of organisations which changes the environment radically and then suddenly all those, the networks and the systems are actually lost, and it doesn't necessarily move to anything better. That is the really frustrating thing so ... because you know that all that work that has been compromised... you often see that with machinery of government changes where it changes the CEO

and their practice it's just... the average machinery of government change puts you back probably years.

...like individuals and organisations, the ones that want to be a intrapreneur, 'I want to strive to change, I want to be part of this change reform and be a part of this new world' are disillusioned, are completely disillusioned by all this hard work we've got to do, it could be pulled out under my nose because of one stroke of a pen.

Some intrapreneurs have made it more personal, calling into question recruitment practices of formal leaders and the adequacy of their *skills* and *knowledge* for the level of responsibility they have. They note the shortage of contemporary *management* practices being used in the public sector. They are concerned about the lack of *leadership*, poor *performance* standards and the desire for *mediocracy* that they see in formal leaders in the public sector. Those formal leaders are seen as being able get away with *inactivity* and just *do nothing*.

So how can you be intrapreneurial in government if you are being run by a management regime that is running from the 1970s, 1980, 1990 models.

You'll find management tends to go with the mediocracy because that's a safer bet...

...even when 'public value' [policy framework] came out there was a real sense of 'bright shiny thing we can ignore it, it will go away, that's what we've done with everything else, we've survived this far, we'll just carry on that way' and they get by for decades, they get by and get paid really well for it and they know how to duck and weave and do absolutely nothing.

Continuing on, the intrapreneurs believe the interests of formal leaders are not aligned with the *best interests* of the public sector and the public they serve. The intrapreneurs view the decisions being made by formal leaders as influenced by behaviours such as *protecting their turf, credit seeking, losing power and control, personal politics* and *empire building*.

That is not happening here because it is not in the best interests of the leadership team.

...you've got Ministers that are in direct competition with each other... I mean, does it really matter who claims the credit? and of course that's going to force silos to 'well there's nothing in it for my Minister, why should I have anything to do with it?'

...where there's other people I know in my organisation, where it's all about power for me and how do I get to my next job and get to my next classification and I really don't care whether or not I'm actually delivering anything, or who I'm meant to be employed for.

Taking all these observations about the culture of the public sector into consideration, the intrapreneurs use their understanding of how things are done around here, to help them to get things done. More specifically, to generate the freedom to act that they seek in order to take action and deliver their intrapreneurial initiatives. These intrapreneurs understand the importance to manage the *perception of failure* and to use the attraction that people have to being *associated with things that are successful* to their advantage. They understand that the interests of formal leaders are not always aligned to the organisation or *the things that you might want to change or improve*, so you will need to be more *disguised* in your activities and have a *façade* for your activities that is not contentious. For example, they know they need to do the unexciting daily work, the *grind in the middle*, to earn the freedom to do their intrapreneurial work. They also know that it is smart to target intrapreneurial initiatives

that require limited formal *resources* to increase their chance of freedom to act. They know that the most critical skills they need are *communication* and *influencing* in the public sector environment, more so than skills in innovation or technical delivery skills. Finally, they know that change cannot be sustained and there is no perfect place or time, rather they need to seek and exploit *the sweet spot* as it arises.

...so long as you manage that risk in terms of the perception of failure I think you will be alright.

...in a sense, what paid my salary was a whole lot of grind in the middle which was not particularly exciting... which I kept making happen in order that over here, I could do interesting stuff...

...you've just got to be a bit more disguised about how you work outside the silo and across. I think that's what it boils down to...

4.4 Major theme three: responding to challenges

4.4.1 Overview of major theme three

The third major theme, responding to challenges, represents one of the three major activities identified in the experience of public sector intrapreneurs. The few prior studies, discussed in detail in Chapter Two, identifying intrapreneurship process activities demonstrated similar activities, such as the ability to overcome barriers (Hornsby, 1993) and persisting (Sundin & Tillmar, 2008). All participants described times when they needed to respond to challenges. Examples of the challenges faced included a lack of support or active blocking from others, lack of resources and the requirement to spend significant amounts of personal time on their initiative.

This major theme can best be characterised as demonstrating intrapreneurial orientation in action. Intrapreneurial orientation encompasses an individual employee's predisposition and attitude towards intrapreneurial processes, practices,

and decision making within an organisation (Stewart, 2009). A variety of traits and characteristics have been used to demonstrate the expression of an employee's attitude towards intrapreneurship (Amo, 2010; Dovey & McCabe, 2014; Honig, 2001; Karyotakis et al., 2015; Mair, 2005; Sinha & Srivastava, 2013). In this instance, intrapreneurial orientation is demonstrated through the intrapreneur's attitudes, traits and characteristics regarding how they respond to challenges and overcome obstacles. Importantly, intrapreneurial orientation is best considered as a sliding scale (Shetty, 2004; Sinha & Srivastava, 2015) with only two of the ten superordinate themes that fall under this major theme demonstrating significant intrapreneurial orientation.

The first of the superordinate themes demonstrating intrapreneurial orientation, overcoming obstacles to prove it can be done, is supported through nine of the twelve participants exhibiting drive and persistence in overcoming obstacles as well as the capacity to bounce back from adversity. The second of the superordinate themes demonstrating intrapreneurial orientation, evolving the mindset needed to get it done, is supported through ten of the twelve participants exhibiting a growth mindset where the participants chose to reflect on their situation, their behaviours and the behaviours of others in order to interpret and learn from the situation.

The remaining eight superordinate themes that fall under this major theme demonstrate little to no intrapreneurial orientation. These superordinate themes were created to reflect that at one stage or another, all of the participants exhibited a survival response to the situation they found themselves in. When facing challenges, some of the participants chose to (1) compromise their actions to retain job security, while others (2) acted in accordance with their personal values to stand their ground and be convicted in their actions. All of the participants saw themselves as being (3) subjected to mistreatment and victimised by others in the workplace, and some participants took action to (4) protect themselves against such treatment. In addition, in reaction to challenges, some participants had (5) negative thoughts about themselves and their actions, while other participants had (6) positive thoughts about themselves and their abilities as they believed in themselves. Finally, when faced with challenges, some participants chose to (7) depend on others, whether mentally, emotionally or through

relying on other people's actions and behaviours. On the other hand, some participants chose to (8) rely on themselves, to be independent of others.

Each of these superordinate themes exemplifies a distinct mindset that can be best represented through the use of archetypes, revealing characteristics, strengths, weaknesses, goals, desires and context for use. The first two archetypes demonstrate the manifestation of intrapreneurial orientation. The remaining eight superordinate themes have been developed into eight archetypes inspired by the work on survival archetypes by Myss (2003), in turn inspired by the work on archetypes and the collective unconscious of Jung (1959/2014). These eight archetypes can be seen as four viewpoints, each with a contradicting opposite perspective, referred to as the shadow, formulating eight mindsets. These archetypes serve to demonstrate the mindsets of employees that do not represent an intrapreneurial orientation, while still recognising that these mindsets form part of the intrapreneur's experience. Each superordinate themes and corresponding archetype is now described in detail in turn.

4.4.2 Overcoming obstacles to prove it can be done

Intrapreneurial Archetype

The Achiever: Overcoming obstacles to prove it can be done

"It's hard work. You just have to persevere"

The Achiever overcomes obstacles to prove it can be done and this mindset emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. Their dominant intrapreneurial characteristic is the attitude of intrapreneurial orientation, their predisposition to intrapreneurial processes, practices, and decision-making. They are driven to prove it can be done regardless of how hard it may be. They will rise to the challenge, particularly if they are told they cannot do something by others. They will use their energy to push through any obstacle. When negative things happen, they chose to bounce back. They persevere and have a mental toughness that gives them the stamina to last the distance.

"Then there are setbacks. There are setbacks all the time"

"I wanted to prove that it is doable"

They create new ways to overcome and push through their challenges to achieve their goals. They are flexible in their approach to overcoming obstacles, with their focus on their goal and not on the process to get there, which allows them to be open minded in doing whatever is required to reach their goal. They will do things in a way that isn't the norm and use their high degree of resourcefulness to develop new ways to get through the obstacle. They anticipate the likely obstacles and challenges they will face, allowing them to take the required action to ensure their success. They use obstacles as a mechanism to identify and exploit more opportunities, twisting the notion of a challenge into an opportunity for achievement.

"I think people underestimate that you are doing all your work anyway, all of your normal everyday work, you are doing innovation, you actually have to either - in a world unknown to me - stop doing your everyday work, you have to make the time to do the innovation and that means working long, long hours and really being tenacious and pushing through and persistence, you have to be persistent and keep backing yourself in"

Their strengths are their determination, tenacity, energy and flexibility. Their weaknesses are their potential to be obsessive in their persistence for achievement and their potential for being ruthless in how they meet their goals. Their desire is to win by achieving their goals, and consequently, they fear losing. Their goal is to overcome obstacles and their personal objective is to rise to the challenge using perseverance and adaptability. The motto of the Achiever is: 'I will prove it can be done'.

"You are always banging your head against the wall, you feel there is this constant pressure pushing down even though you are doing something really good, it's pushing down, it keeps pushing and somewhere along the line you've got to go 'you know what, all that has got to stop' and maybe that pressure disappears and when it does stop and the pressure disappears, you go 'okay maybe now I can go back and look at that again and see how I can re-tackle that intrapreneurial activity again' "

The intrapreneurs believe they can overcome obstacles to achieve their goals. They are driven to prove it can be done regardless of how hard it may be. The intrapreneurs will rise to the challenge, particularly if they are told they cannot do something by others. They will use their energy to push through any obstacle. When bad things happen, they chose to bounce back. They are flexible in their approach to overcoming obstacles, with their focus on their goal and not on the process to get there, which allows them to be open minded in doing whatever is required to reach their goal. They persevere and have a mental toughness that gives them the stamina to last the distance.

The intrapreneurs describe the *barriers* and *setbacks* they endure to *achieve* the *change* they are seeking. However, in the same breath, they also describe their commitment to meeting any obstacle put in their way blocking them from their ultimate goal. They have *stared down the barrel* of a challenge and took it on. Particularly, if the intrapreneurs are directly told that ‘no’, they cannot pursue their goal, or ‘no’, what they aim to achieve is not attainable, they will do everything in their power to *prove that it is doable*. It is then a game, it is now *competitive*, where the intrapreneur must *beat* the opponent by achieving their goal as it becomes a matter of *pride*. Not only will they prove it’s doable. They will prove that they are right.

Then there are setbacks. There are setbacks all the time, people don’t... not everyone gets this... not everyone loves it, some people are actively opposed to it...

There has been plenty of barriers and bumps and things put in the way...

Researcher: So, what makes you keep going?

Participant: Because part of me knows that it is right

It was almost like the challenge had been set, ‘You can’t do it, you’re not allowed to do it’, so it was like ‘damn I’m going to beat you at this’... It’s a fire in the belly and you know the more someone says ‘no’, the more you’ve been told ‘no’ it can’t

be done, I think that rages the fire to be more 'I can do this, I will do this, I will prove to you'.

Participant: I'm quite comfortable to just keep pushing unless I know I pushed too far.

Researcher: So how do you know when you've pushed too far?

Participant: Generally, I'll keep pushing until it gets a really negative response [laughter]. And someone has to be almost yelling at me or having a very stern conversation with me and being very direct 'you will not do that'. Otherwise I tend to just keep going...

The intrapreneurs describe how they bounce back when things go wrong. Bouncing back may lead them to *clear the slate and move forward*, or to keep an eye on a situation in order to find a good opportunity to *try again another time* and *re-tackle that intrapreneurial activity again*. These intrapreneurs are *happy to keep having a crack* regardless of earlier failures.

There have been some failures as well. One in particular failure... which I wasn't able to make work even though I tried really hard. I might try again another time... I noticed that the person who was the most resistant has been moved on...

...you are always banging your head against the wall, you feel there is this constant pressure pushing down even though you are doing something really good, it's pushing down, it keeps pushing and somewhere along the line you've got to go 'you know what, all that has got to stop' and maybe that pressure disappears and when it does stop and the pressure disappears, you go 'okay maybe now I can go back and look at that again and see how I can re-tackle that intrapreneurial activity again'...

The intrapreneurs are flexible about how they can reach their success and overcome any obstacles put in their way. The attitude of the intrapreneur is that *there are lots of ways of skinning a cat*. This may mean accepting that it will start small, but with work, it can grow *into something much more*. It may mean having to *cobble together* resources, doing it in a way that you *wouldn't normally do*, but accepting it as the best way forward for that time. They need to be *patient* sometimes or *pitch in* to make it happen, even if it means doing menial tasks. They recognise that sometimes they need to *stay flexible* in the way success may eventuate for them, and that a lack of planning can enabled them to be *open* to the many *directions* forward that eventuate, or accepting that the *right time* may not be now, rather than trying to control the outcome. They *accept* that it will not be perfect or continue the way they expected.

...as they say, there are lots of ways of skinning a cat...

...and that grew from \$50 to \$500 and so then it grew into something much more than that in terms of a group, a committee across the whole organisation, a commitment to (...) and what that actually meant...

...but when you are piloting something...sometimes you just have to do things differently and take risks and go 'well no, I wouldn't normally do that, but in this case I need to...'

...be prepared to be flexible because you'll go halfway through and someone will change the goal posts and I'm okay with that.

The intrapreneurs have had a difficult time overcoming obstacles. It's been *hard work*. The *amount of work* is high and there are *long hours*. The intrapreneurs are essentially *moonlighting*, needing to do all of their *normal everyday work* as well as pushing their intrapreneurial initiative. The intrapreneurs see themselves as needing to *persevere* and

be *persistent*. Some of them have been *plugging away* for over a decade and believe they need to be *tough* in order to handle all the setbacks.

This has been the hardest thing in my career [laughter]. Yeah, it was hard work.

...clearly finding the time and energy to put a serious amount of effort into this is hard, that is a challenge, because in a sense you're doing it as the extra, so you're moonlighting...

I think people underestimate that you are doing all your work anyway, all of your normal everyday work, you are doing innovation, you actually have to either - in a world unknown to me - stop doing your everyday work, you have to make the time to do the innovation and that means working long, long hours and really being tenacious and pushing through and persistence, you have to be persistent and keep backing yourself in...

4.4.3 Evolving the attitude needed to get it done

Intrapreneurial Archetype

The Student: Evolving the attitude needed to get it done

“If you come at it from a learning perspective, there is no failure”

The Student evolves the attitude needed to get their initiatives done and this mindset emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. Their dominant intrapreneurial characteristic is the attitude of intrapreneurial orientation, their predisposition to intrapreneurial processes, practices, and decision-making. The Student invests their time and energy into further developing their intrapreneurial orientation. They spend time reflecting on failure and risk, developing their own personal take on the definition of failure and their own framework for risk management. They think about how they could improve for their next initiative and they reflect on how intrapreneurship has helped them grow.

“I have a different way of measuring risk than others do and I think I understand myself better around like risk assessments and outcomes and deliverables far quicker than I would have done in the past, so I think intrapreneurs have an inner intelligence or something like that. I think those are the things that I've developed and you can't buy that”

“One of the things I try to do is to be self-reflective and...to do a critical debrief of myself, sometimes alone and sometimes with others about situations, and how it played out, and then keep on reflecting back on it, and what I think it needed in that particular instance”

The Student is aware that they need to have a high level of personal effectiveness to undertake intrapreneurial activities and that this needs to continually grow in order for them to learn and develop. They take time out to reflect on themselves, their strengths and weaknesses, and to evaluate and assess the experience they have when acting intrapreneurially. Rather than suffer through setbacks, the Student will take the initiative to seek out ways to develop their skills, abilities, attitudes and personal effectiveness that they consider needed to achieve their goals. They focus on changing, improving and developing their own attitude rather than trying to influence or impact on the external world.

I suppose at the end of the day you know you have to make good decisions for yourself as a person. You have a set of values, you have a set of strengths and awarenesses of your emotional intelligence, and you need to be able to understand why you do this”

Their strengths are enlightenment and self-improvement. Their weaknesses are their potential to constantly focus on learning and reflecting and not concentrating on achieving their goals. Their desire is to learn, to develop and to grow themselves and they fear stagnation. The personal objective of the Student is to reflect on their experiences of risk, failure and personal effectiveness in order to continue meet their goal of growing and developing the intrapreneurial attitude needed to overcome intrapreneurial adversity. Their motto is: ‘I can't fail if I am learning’.

“It's the only time that I grow. When I'm challenged, I grow”

The intrapreneurs invest in developing a certain intrapreneurial attitude. This comes from spending time reflecting on failure and reflecting on risk. They think about how they could improve for their next initiative. They reflect on how intrapreneurship has helped their outlook grow. The intrapreneurs are aware that they need to have a high level of personal effectiveness to undertake intrapreneurial activities and that this needs to continually grow in order for them to learn and develop. They reflect on themselves.

The intrapreneurs reflect on their attitude towards risk taking. This could be personal risk taking, or risk taking on behalf of their organisations. Many of the intrapreneurs talk about being *prepared to take risks*, being a *measured* risk taker, having the skill of *picking a risk quickly*, and having an *inner intelligence* in managing risks. The intrapreneurs discuss their own approach to undertaking *risk assessments*. They see their approach to risk management as *somewhere different to where others might sit*.

...I don't mind risk, I don't mind ambiguity, I'm not, I think of all the people that I know, I'm probably the least worried about risk on a number of, I'm prepared to take risks but I also need things not to fail... and that seems to be contradictory because why would you not accept failure? People seem to think that failure and risk are the same thing. I am happy to take the risk but I will make it, I will make it succeed. I will work really hard to make things succeed because the consequences of failure for (...), they can be disastrous.

I have a different way of measuring risk than others do and I think I understand myself better around, like, risk assessments and outcomes and deliverables, far quicker than I would have done in the past, so I think intrapreneurs have an inner intelligence or something like that. I think those are the things that I've developed and you can't buy that...

The intrapreneurs reflect on their attitude towards failure. Some intrapreneurs believe there is *no failure* as long as the intrapreneur has not been *irresponsible*. Another attitude is that it is not a failure if they have stretched too far and they just need a *readjustment* of scope in order to enable the aim to be successfully reached. Alternatively, some intrapreneurs think that as long as the intrapreneur looks at it from a *learning perspective*, *there is no failure*. Some intrapreneurs are comfortable to *stuff it up*, recognising that the consequences are unlikely to be dire.

...what I've come to realise is that there is actually no failure if you are deliberately, if you're not being deliberately irresponsible. It's all about learning. Some of the things I talk about could be seen as failures... but the enormous growth and learning of unpacking that, and the enormous growth and learning from an organisational perspective on how you would do things different, and enormous growth and learning at an individual perspective about how did I behave in that? and what didn't I see? and why didn't I see it? ...so in terms of failure, I don't think [you can fail] unless you deliberately are irresponsible.

...sometimes people try and set the bar [too high], try to facilitate too much change that the system won't let, but what it means is that the system will push back and you re-calibrate and that's a, it is not actually a failure, it's just a readjustment right, so I don't think there is an, I don't really see failure as in the mix there.

For some intrapreneurs, undertaking intrapreneurial initiatives has been a process of major growth and development. This has involved a major *shift* in the way they see work and major *learning* opportunities, where the intrapreneurs find themselves *growing* and *developing personally*. They feel more confident in their abilities to *handle anything*, and the more intrapreneurial they act, the *better* they get at *pushing the boundaries* and becoming stronger intrapreneurs. They learnt about the importance of the perception of bureaucratic processes in light of the reality that formal leaders agree some *rules are meant to be broken*. They also learnt to *put their ideas forward*, even if that makes them vulnerable because they need to first try before it can be

possible to succeed. Finally, they have learnt to empower themselves, to turn challenges into opportunities, to grow from being challenged, and to recognise the power of making themselves uncomfortable.

How strong do you feel in the power structure of the organisation? And how far can you push? What mechanisms are there around you to support you?... it's about experience. It's about the depth and growth of experience and intuition. It's about knowing when to go and when to stop and I've had to learn myself.

It's the only time that I grow. When I'm challenged I grow.

My understanding of work it just feels like it has just shifted.

...I know that I am really good at this and therefore I'm going to actually push the boundaries and if you were better at that and you get more experience and therefore you become stronger leaders and more intrapreneurial as time goes by...

I think I'm a lot better now than I was when I began at twisting things, challenges, into opportunities...

The intrapreneurs consider *personal effectiveness* as critical to their intrapreneurial endeavours and that constantly learning and growing their effectiveness is critical to success. The intrapreneurs have developed a good understanding of *what they are strong at*, what their *values* are and how to make good decisions in light of that. This includes understanding their *emotional intelligence* particularly in response to adversity, *persuasion*, *listening*, to *not be offended* if others do not agree with them, to focus on doing things for their own personal *sense of satisfaction*, the ability to be *self-aware* and strengths-based thinking.

I suppose at the end of the day you know you have to make good decisions for yourself as a person. You have a set of values, you have a set of strengths and awarenesses of your emotional intelligence, and you need to be able to understand why you do this...

Once you realise to stop looking, you need to stop looking at the rest of the world, and you need to start going 'you know what, I can't change the rest of the world but I can change in me, how I need to change to get things done, a lot changes' and once you make that decision. I think a lot of the ego disappears with that because you stop doing things for the pat on the back, and you start doing things for the sense of satisfaction.

Some of the intrapreneurs value reflective practices including undertaking *debriefs* on situations they have experienced. They are conscious of falling into destructive thoughts or behaviours involving *power* plays. They try to critically evaluate themselves through thinking about how others might see them in order to improve the approach.

I unpacked myself many times. One of the things I try to do is to be self-reflective and to be and to do critical debrief of myself, sometimes alone and sometimes with others about situations and how it played out and they keep on reflecting back on it and what I think it needed in that particular instance...

So I think even though power, positions, status, plays a part in everything we do, we need to be conscious of it. We need to keep it in check.

The intrapreneurs gave consideration to what they'd do differently next time or how they'd feel next time. This involves trying not to *make the same mistakes*, influencing others at a more emotional rather than *technical* level, identifying *champions*.

...being far greater aware of managing myself. Probably a big improvement in the EQ, emotional intelligence. If you have any of these discussions with people it can be quite draining. If you go technical, you know, you're not unpicking the background so I think I've learnt how to approach conversations differently around this stuff than I did years ago. I was technically focused... because this will work for this reason type stuff and it was like banging, banging, against people and I'm going to win and you're going to lose, I'm right and your wrong type stuff, and I've been getting away from that so I'm not in that mode...

I would be very outward focused in terms of identifying those people in the department, like champions...

...it was a great failure and it really taught me that what I needed to do was line my ducks up before going in and say this is what we are going to do.

4.4.4 Compromising for security / living my personal values

Survival Archetype

The Sell Out: Compromising for security

The Sell Out compromises themselves, their actions and values for security and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Sell Out will worry about their job security and compromise their intrapreneurial actions and initiatives for safety. Based on the universal survival archetype commonly referred to as the Prostitute, the Sell Out is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Sell Out is: 'I will compromise myself in order to retain job security' and their goal is to survive adversity by taking action to stop when they no longer feel safe. Their desire is to preserve security and they fear getting in trouble. The weakness of the Sell Out is their reactionary and regressive approach to dealing with adversity.

"The reality on the ground is, unless the innovation is exactly what the line manager wants, you are going to end up with no job"

"If you're too much of a troublemaker then, that's a risk going forward... there was a point I was thinking, where I thought 'well have I, have burnt all my bridges in there?' which I really didn't want to do and I needed a job"

"Sometimes it's a self-imposed comfort zone, sometimes it is 'I couldn't do that because I might upset someone, I couldn't do that because it's not the done thing' "

"Why am I working in this organisation?... I've got a mortgage, I need some job security, I've got a job which in the current job market, where there is no jobs, so then you're going well... I've got a good job so just stop your whining..."

The intrapreneurs described times where they compromised their actions or their values in order to retain *job security*. They felt that they needed *job security* and that continuing to pursue their intrapreneurial initiative *threatened* that. They chose not to stick to their *guns*. They chose not to risk *putting people's noses out of joint*. Instead, they discuss *working around* impacting on certain people which they think will help them avoid being *unsafe*. Further, they discuss the possible ramification of *ending up with no job* explaining why they decided to stop when they were told to.

...why am I working in this organisation? [laughter] ... I've got a mortgage, I need some job security, I've got a job which in the current job market, where there is no jobs, so then you're going well... I've got a good job so just stop your whining [laughter].

So that's huge [alarm] bells to me that I'm actually not safe but there are some things I can do so long as I get the right runs on the board and progress it, so long as... I can't upset director A over here because that's Holy Grail so I'm working around that...

...but the reality on the ground is, unless the innovation is exactly what the line manager wants, you are going to end up with no job.

The intrapreneurs worry about having their *reputation*, and their *career, on the line* and the influence they think their intrapreneurial behaviour has had on their *job security*. They consider if they are in *imminent danger* of losing their job or someone deciding to *reassign* them into another role. The intrapreneurs reflect whether they have *burnt* their *bridges* to the point in which they will not be able to win another job. They consider whether it's *worth the amount of stress* to take the actions required to meet their intrapreneurial goals and whether their actions are *career limiting moves*.

...my career is on the line all the time...

...if you're too much of a troublemaker then, that's a risk going forward... there was a point I was thinking, where I thought, 'well have I, have burnt all my bridges in there?' which I really didn't want to do and I needed a job and [laughter] was hoping to get [another] job at the end of it.

Even now, well they could just reassign me to (...) where I would die a slow death.

...it probably hasn't done my career good, or as my manager keeps saying, 'career limiting moves'.

The intrapreneurs explained the attitude they see in others regarding taking personal risks while acting intrapreneurially in the public sector. For example, they see other

people *protecting themselves* or being *fearful* of the impact on their *livelihood* and *family*. The intrapreneurs believe other people think *someone will get upset* and they do not want to *get in trouble* when that happens. Ultimately, the intrapreneurs think other people do not want to *take responsibility* for the ramifications that may come from acting intrapreneurially.

...at the end of the day it is about you know, the individual protecting themselves because individuals come to work to make a living too and pay mortgages, to bring up families... not everyone can feel empowered but [when we encourage people to act intrapreneurially] we are asking people to be empowered... but not everyone's okay and there is always that consideration you know, if I go too far what's the impact on me? What will that mean for me and my livelihood and my family? And I think that is part of it, if we are honest, because sometimes people are fearful and we are asking for fearless.

...we really can't do that because someone might get upset, we really can't do that because someone's nose will get out of joint, a lot of the whole 'someone will get upset, we'll upset somebody'...

Survival Archetype

The Self Convicted: Acting in accordance with personal values

The Self Convicted acts in accordance with their personal values and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Self Convicted will put themselves on the line for their intrapreneurial initiatives and be willing to be unpopular, uncomfortable or considered a troublemaker. Based on the universal survival archetype commonly referred to as the Prostitute, the Self Convicted is the shadow to the Sell Out. It is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Self Convicted is: 'I have the integrity to stick to my values'. Their goal is to stick to their convictions and they accept the corresponding risk to their job security. Their desire is to act in accordance with their true self and they fear losing respect for themselves. The strengths of the Self Convicted lie in their integrity, courage, agency and self-acceptance. However, their weaknesses can demonstrate childish defiance and arrogance.

"I will get into trouble and I don't care"

"I reckon all innovators are square pegs in round holes... so long as you can own it, and I own it, always have... you are comfortable to challenge other people, you are comfortable enough in your own skin..."

"If I did that I could get egg on my face, it could look pretty bad for me but the results if we got them would be amazing... I'm prepared to put myself on the line"

"Yeah, they could sack me, and there has been there have been times where I have definitely felt under threat... but better to go out in a blaze of glory than fizzle out getting smaller and smaller as a person"

Some of the intrapreneurs felt convicted enough about the importance of their intrapreneurial activities to put themselves *out there* and be *prepared to look like a fool*. They chose to always act in accordance with their values and convictions. It *doesn't bother* those intrapreneurs that they are taking the risk of getting *an ass kicking* as long as they are working towards achieving their goal. They are prepared to take *personal responsibility* for the consequence of their actions. Those intrapreneurs are willing to push through their *fear* and *wear the risk* of getting the *sack* because they do not accept that the option *to do nothing* is tolerable to them.

...if I did that I could get egg on my face, it could look pretty bad for me but the results if we got them would be amazing... I'm prepared to put myself on the line...

I will get into trouble and I don't care...

...yeah they could sack me and there has been there have been times where I have definitely felt under threat... but better to go out in a blaze of glory than fizzle out getting smaller and smaller as a person...

Some of the intrapreneurs are willing to be unpopular. They do not *care* if they annoy people, they know that as a result of their actions, they are not going to be liked. However, those intrapreneurs *don't care what others think* of them. They are not doing the thing *that's right for everybody else*. They take the actions that *align* with their *values* and their *personal integrity* regardless of the consequences. They understand their *core characteristics*, and are *comfortable in their own skin*, and own who they are and what they do. They are becoming comfortable with other people considering them to be a *troublemaker*.

...sometimes reality is you're never going to [be able to get others to see your vision] so just it either aligns with your values or you have the choice to get out.

I reckon all innovators are square pegs in round holes... so long as you can own it, and I own it, always have... you are comfortable to challenge other people, you are comfortable enough in your own skin...

I think I just got to the point maybe in my career or just I've hit a vital number or something, where I don't want to feel like I'm, well I'm always going to feel like I'm banging my head against a brick wall, but maybe there is something to be said by being confidently letting people know you're a troublemaker.

4.4.5 Being mistreated / Protecting myself

Survival Archetype

The Victim: Dealing with mistreatment

The Victim deals with mistreatment and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Victim sees themselves as being mistreated or victimised as a result of their intrapreneurial actions. For example, they may not be well positioned for promotions or other jobs, other people may take credit for their successes, they suffer from the negative consequences that comes as a result of trying to make change and they are told to stop. They may become branded with the label of troublemaker and find themselves not liked. Based on the universal survival archetype commonly referred to as the Victim, this archetype is not intrapreneurial, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Victim is: 'I have been treated badly'. Their goal is to react to adversity by suffering through being victimised. Their desire is to be acknowledged as a victim and they fear being powerless. The weakness of the Victim is their reactionary approach to adversity, their submissiveness and martyrdom.

"Rule is, you fuck this up, you are the first ones to be made the victim and exposed and you will be demonstrated [as an example] about what happens when you don't play by the rules"

"They would go out of their way to destroy my credibility or work through up another Director to undermine me, or put so much doubt in other people's heads about what I might be doing"

"They played the person, not the idea... it wasn't about attacking or criticising or pulling apart the ideas, the concepts, it was about attacking me as a person and I thought... that's actually ridiculous. That really hurt me... it was really damaging"

"When you bring things up you are seen as a troublemaker"

The intrapreneurs believed that as a result of their intrapreneurial activities they are not well positioned for other jobs. It is *extremely difficult* to *advance* their career, to *access higher training* or be offered *acting opportunities*. In one instance, they have even been encouraged to take a targeted voluntary separation *package*.

I found that trying to get a job, and progress, is extremely difficult. I do not feel supported.

...I can't access higher training, I don't see a pathway to higher career advancement...

I've got... lots of experience, there are acting opportunities in this department which I don't get, why is that?

The intrapreneurs believe other people have *took the credit* for their successes or *badged* the intrapreneur's work as their own, or told other people that the intrapreneur's idea was actually their *idea in the beginning*.

When this was approved, the Senior Project Officer in the group took the credit for this initiative...

...she hasn't instigated it so she doesn't want it to happen, she is permanent in the Department, I'm contract, so 'if we just ride it out until [participant's] contract finishes then we can scoop in, take it and it can be badged as our work' and she has done that already to me this year.

Once it's up, once it is out there and people can see what a success it is, they then [say] 'they were always friends, they were always on board for this, you know it was actually their idea in the beginning' [sarcasm].

The intrapreneurs believe they are the *victim of backwash*, a term used to describe the *inappropriate* behaviours that others exhibit *as a result of* the intrapreneur's actions to pursue their goals. Their managers were *angry* at them. Their managers would seek to *destroy* the intrapreneur's *credibility* and attempt to *undermine* them including *white anting things*, a term used to describe behaviours intended to undermine someone. Some intrapreneurs were being *complained* about or made into *scapegoats*. They had their initiatives *torpedoed* or *attacked*.

...so there will always be a backwash on you...

Rule is, you fuck this up, you are the first ones to be made the victim and exposed and you will be demonstrated [as an example] about what happens when you don't play by the rules...

...they would go out of their way to destroy my credibility or work through up another Director to undermine me, or put so much doubt in other people's heads about what I might be doing.

Two of them [Participant's Managers] have been aggressively destructive...

Some of the intrapreneurs were given *a directive* to stop, they were told 'no' or they were told it's not their *job to do that*. In another case it was *stopped* by their manager. One intrapreneur was asked to *scale it down* while another one was told not to *talk to people* about it.

It's crystal clear, it's a directive [to stop working on the initiative]. That sunk it, right there. All the good things that have been done in the nine months up to that, all the hard work from both the parties on there.

I got a positive, but then when I wrote it up and showed the detail that was required and a bit of the grey that was required, like a bit of a 'let's suck it and see' feel. My immediate manager started to get very cold feet and... lots of barriers suddenly came up... I was asked to scale it down as much as possible and make it black and white and not grey...

...so with all this innovation that is meant to happen, and all this innovation I was doing, she just stopped it, completely stopped it...

Some of the intrapreneurs see the behaviour as being *personal* against them. That the reaction *is not about business decisions or criticising the idea*. Nor was it about a *lack of impact or a lack of outcomes* of the initiative. Rather it was about *attacking the person*.

...if they can have power over you, they'll do whatever they can to shut you down and... that's what they want to do... it is not about business decisions, it's a personal thing...

They played the person, not the idea... it wasn't about attacking or criticising or pulling apart the ideas, the concepts, it was about attacking me as a person, and I thought... that's actually ridiculous. That really hurt me... it was really damaging. Really damaging.

The intrapreneurs think they are viewed as a *troublemaker*, a *cowboy* or *insubordinate* by others in their organisations. More so, they believe they are viewed suspiciously and not *trusted* and seen as being *too radical or too difficult* because they *rock the boat*. Some intrapreneurs believe other people think they are *arrogant*, *annoying*, and even an *arse* as a result of their intrapreneurial activities. They think the formal leaders in the organisation want *conformists* that do not challenge anything and do not create more work.

...they [intrapreneurs] are seen as insubordinate.

...when you bring things up you are seen as a troublemaker...

Rather than 'isn't it great that we are (...)'. It's more like 'well what's he up to? Why are they doing that?' ...

...the people that are pushing the edges are occasionally being seen as too radical or too difficult and not doing their job...

Survival Archetype

The Self Protector: Protecting myself from victimisation

The Self Protector protects themselves from victimisation and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Self Protector believes they can protect themselves from mistreatment as a result of their intrapreneurial activities, by taking steps to avoid criticism. Based on the universal survival archetype commonly referred to as the Victim, the Self Protector is the shadow to the Victim. It is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Self Protector is: 'I must protect myself'. Their goal is to respond to adversity through avoiding criticism. Their desire is to create protection from victimisation and they fear being weak. The strengths of the Self Protector are their resourceful and tactical approach. However, their weaknesses are being passive aggressive and playing the victim.

"I try and keep it a relatively low profile"

"I tried... doing my best. Not making mistakes. Working long hours. Making sure I covered everything off. Doing what I had to do. Keeping my head down"

"Not pissing off your boss helps... having the right, really good processes... I can pull out a business plan... so I can [say] 'here, have a look at this', there is rigour underneath"

The intrapreneurs want to protect themselves and protect their initiatives and the main strategy that they take is to avoid criticism. For example, they are *careful* in considering how others perceive their behaviour, they keep a *low profile* for their initiatives, and they keep their actions *quiet* that they think they may be criticised for. Those intrapreneurs either *don't tell* certain people, certain things or withhold the *detail* of what they are doing from certain people. They use a range of specific tactics to protect themselves from criticism like doing things *slowly*, not making *mistakes*, not showing *stress*, making sure they are not being *rude* to anyone, having *rigour* behind their initiative and being *sensitive* to the environment.

I tried... doing my best. Not making mistakes. Working long hours. Making sure I covered everything off. Doing what I had to do. Keeping my head down.

...not pissing off your boss helps... having the right, really good processes... I can pull out a business plan... so I can [say] 'here, have a look at this' there is rigour underneath.

So why does stealth come in to the game? Because you know, if you tell it, you'll most likely lose it.

Making sure you don't miss deadlines. Making sure that you really are on the ball as much as possible, on all other fronts, you do all of the other kind of boring reporting rubbish, not being a smart alec, not showing off too much, you kind of got to balance this...

4.4.6 Handling negative thoughts / Believing in myself

Survival Archetype

The Pessimist: Handling negative thoughts

The Pessimist handles negative thoughts and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Pessimist doesn't believe they can cope with their situation. They have negative thoughts, for example, they don't think they have the critical skills required and they don't have other options available to them. Based on the universal survival archetype commonly referred to as the Saboteur, the Pessimist is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Pessimist is: 'I can't cope' and their goal is to survive adversity by blaming themselves and having negative thoughts. Their desire is to have a negative outlook on life and they fear being incapable. The weakness of the Pessimist is their self-destructive and overpowering approach to dealing with adversity.

"It's when all your buttons are getting pushed at the same time and you're thinking 'how do I get through this?' "

"Yeah it just gets you down eventually. And then having to... when you get hit by something... when you really don't have the time to do it... when you feel like you're just over one hurdle and then the next thing is there, you know just that feeling of jumping over hoops all the time gets you down"

"I feel like I'm at a point where I'm not sure what next"

Some intrapreneurs *take it personally* when facing adversity. They feel like they will *get hit by something* at any time and that all their *buttons are getting pushed at the same time*. These intrapreneurs feel *blocked*, that it is *impossible* to get through and they are experiencing *one hurdle* after another.

...it just seemed impossible to get a good authorising environment set up, we seemed to be blocked from so many different ways.

...yeah it just gets you down eventually. And then having to... when you get hit by something... when you really don't have the time to do it... when you feel like you're just over one hurdle and then the next thing is there, you know just that feeling of jumping over hoops all the time gets you down sometimes...

Some intrapreneurs do not think they have the critical skills required to succeed in their intrapreneurial endeavours and to push through the adversity. They believe they are *missing something* or not doing something that they should be. They feel *a bit lost* and they need to *figure out how to* do it. Some intrapreneurs are *not sure what* to do next. What is *missing* is *hidden*, so they cannot identify it. It could be that they are missing *social awareness* and that is stopping them from success. Or they are missing the ability to get others *to understand* the benefits of their initiative.

...it doesn't matter how innovative or not innovative you are, it's whether you toe the line, but it's an unwritten amorphous, you know anaemic kind of line, there is... all this hidden stuff that I'm not aware of and I just think 'wow I must have like so little social awareness I don't understand...'

I don't want to emulate my leaders of becoming a - 'do you have a pulse?' - style. They are so cool and collected. So thoughtful, so considered and risk averse. Nothing is going to faze them... I don't want to turn into that, that's not who I am... so something is missing, so I'm missing something.

I feel like I'm at a point where I'm not sure what next [regarding achieving their initiative].

Some Intrapreneurs do not believe they have options. They cannot *leave* where they live. They cannot *leave* where they work. They cannot get away from the *people* that they work with that have treated them badly.

We can't leave this town....

And so I still work in that environment. Those people are still in place...

Survival Archetype

The Self Confident: Believing in myself

The Self Confident believes in themselves and emerges as a response to the challenges, obstacles and adversity faced during the process of intrapreneurship. The Self Confident believes that they have options. They exercise positive thinking about themselves and their ability to cope with their situation. Based on the universal survival archetype commonly referred to as the Saboteur, the Self Confident is the shadow to the Pessimist. It is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Self Confident is: 'I must believe in myself'. Their goal is to respond to adversity through thinking positively and having job options. Their desire is to have confidence and they fear having self-doubt. The strengths of the Self Confident are their self-possession and self-worth.

"I have no idea what would be involved but I believe I can do this. You're halfway there because you believe you can do it"

"Back yourself in. It's kind of like gambling. Back yourself in for the ace on the table"

"You learn to live with that possibility that they could call me up now, they could call me upstairs and say you were gone, goodbye, all of it, I would have to walk away from, all that I have invested in and so when you face that, and that's, you can get very stressed by that or you can face that and you can say 'well, that would be the worst, that would be really bad, I would miss those people and I would miss what we have created', but you know what, I'm confident enough that I would go somewhere else and do it all again somewhere else"

In contradiction, other intrapreneurs do believe they have options. They are confident that they could cope with the *worst-case* scenarios they envisage. They are confident that they could *find a job* and work *somewhere else* and that they can repeat their intrapreneurial actions elsewhere. These intrapreneurs are not *prepared to put up with* an environment that does not support what they are trying to achieve and they will not wait for others to *change it for* them. If they are unhappy in their work, they will look *for something else*. Having this confidence gives them *courage* to do what is required, including taking risks and pushing themselves and others, to *achieve results* where they are right now.

... you learn to live with that possibility that they could call me up now, they could call me upstairs and say you were gone, goodbye, all of it, I would have to walk away from, all that I have invested in and so when you face that... you can get very stressed by that, or you can face that and you can say, 'well that would be the worst, that would be really bad, I would miss those people and I would miss what we have created', but you know what, I'm confident enough that I would go somewhere else and do it all again somewhere else.

...if you are confident in yourself, then you will always be able to find a job...

I've never been a person who will sit and do a job when I'm unhappy. If I'm sitting in a job it's okay, and if I'm unhappy then I'm looking for something else.

Also, some intrapreneurs are positive thinkers. They are *confident in themselves* and believe that they can do it. They *back themselves*. They know what they have *got to offer* and are confident they can work through the issues that will inevitably arise.

I have no idea what would be involved but I believe I can do this. You're halfway there because you believe you can do it.

Back yourself in.

I hadn't done it before... we hadn't tackled a project quite like this before... but what I think we have got is just honesty. Know your story, know what you've got to offer, know what you can do to support (...) and try and engage people.

4.4.7 Depending on others / Being independent

Survival Archetype

The Dependent: Depending on others

The Dependent is dependent on others to deliver their intrapreneurial initiatives and emerges as a response to the challenges, obstacles and adversity faced during the practise of intrapreneurship. The Dependent blames others for setbacks and problems. They expect others to support them, nurture their interests, respect, reward, recognise and understand them. Based on the universal survival archetype commonly referred to as the Child, the Dependent is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Dependent is: 'It is not my fault'. Their goal is to survive adversity by expecting others to be attentive, supportive, encouraging and appreciative. Their desire is to depend on others and they fear being abandoned. The weakness of the Child is their self-absorption, complaining, blaming and childish reliance on others.

"No one has ever said to me 'Well, how can we help?' Everyone said 'this is great. I love it. Sounds really good'. No one said, 'do you need a bit of help and a resource? Do you need a bit of extra money? How are you funding it? How are you going to... how can I help you implement it?' It's all me"

"That is probably the bit where it come down to leadership - not my leadership - but others leadership of saying yes we are going to do this"

"That's something that had to be decided at a much higher level and we were trying to tackle it at the same time as delivering the project. But we just can't do everything"

Some intrapreneurs blamed others for many of the problems that arose while pursuing their intrapreneurial initiatives. For example, they do not get the *leadership* from others that they wanted. Their managers and colleagues do not have the *values* they think they should. Leaders engage in *protecting their* turf rather than supporting the intrapreneur. Managers do not *set the scene* properly for the stakeholders to be

supportive or *take risks* in the way the intrapreneurs want them to. The stakeholders do not *focus* on the right things or act in a *political* way that causes problems.

Unfortunately it's human nature, so that you can have all the best systems in place... all the best policies, procedures but it will come down to the person above you and the values that they have and it shouldn't...

So it can be done when you don't have managers stopping [you] and why do managers stop it? It's called, there is a word, turf protection, they are protecting their turf.

...we just lost the whole program of twenty people in the room because they didn't actually focus with their eye on the prize.

Some intrapreneurs expect other to support them, nurture their interests and respect, reward, recognise and understand them. For example, they do not believe their organisations value them. Their initiatives are not treated with *high priority* by others. The intrapreneur is not getting *attributed* for their lead role in the initiative or getting the *credit* or *recognition* they deserve. Managers and colleagues are not offering to *help* or demonstrate *proactive engagement* in what the intrapreneur is doing. The formal leaders are not offering the intrapreneurs a promotion or *pay rise*. They do not *understand* what the intrapreneur is doing. They do not *trust* and acknowledge the intrapreneur's *expertise* and *experience*.

No one has ever said to me 'Well, how can we help?' Everyone said 'this is great. I love it. Sounds really good'. No one said, 'do you need a bit of help and a resource? Do you need a bit of extra money? How are you funding it? How are you going to... how can I help you implement it?' It's all me.

It's me having to make the effort to do that. I find it surprising that when one or two people in particular who, this is their portfolio, that they're not going, 'we've heard what you are up to, can we have a chat?' So there is no proactive engagement on their behalf, I have to do it all...

Has anyone ever come around and gone '[participant] that is awesome, you guys just saved us a quarter of a million dollars'?

Some of the intrapreneurs do not think they can make it happen without significant support. They think it is *unrealistic*, they can do *all the bits of work* themselves. That people at a higher classification than them need to *tackle* certain problems that they cannot resolve themselves because they are too junior. That the *leadership* of others is required in order to progress the initiative because they *can only take it so far* without a project sponsor to deal with issues outside the control of the intrapreneur.

So I guess in the sense, I can't actually do all the detail because I am one person not ten, I work for one department not four... so in a sense I guess it's unrealistic for me to think I can execute it...

That's something that had to be decided at a much higher level and we were trying to tackle it at the same time as delivering the project. But we just can't do everything...

...you see you can only take it so far and then at some point you need that project sponsor to really cough up...

Survival Archetype

The Self Reliant: Being independent

The Self Reliant is independent and emerges as a response to challenges, obstacles and adversity faced during the process of intrapreneurship. The Self Reliant believes that they can do it all themselves. They invest in themselves and they support themselves. Based on the universal survival archetype commonly referred to as the Child, the Self Convicted is the shadow to the Dependent. It is not an intrapreneurial archetype, as it does not display the requisite intrapreneurial orientation, behaviour or strategic action. The motto of the Self Reliant is: 'I can only rely of myself'. Their goal is to respond to adversity through doing it on their own, by investing and supporting themselves. Their desire is to be independent and they fear being needed by others. The strengths of the Self Reliant are their ability to take responsibility, looking after themselves and taking control. However, their weaknesses are their tendency towards being individualistic, impractical, having immature working relationships with others and tolerating bad relationships.

"It's like you're a cowboy on your own"

"It is a lonely position and made even more lonely when the boss says 'yeah just stop doing that' even though that is what you are meant to be doing... but it needs to be done, so someone needs to do it and I don't need a thousand friends"

"There were times where I felt... It just felt like it was me against the rest of the world"

Some intrapreneurs are self-reliant. Rather than thinking they need the support of others, they believe they can do it themselves on their own. They *concentrate* on the things they *can* achieve. They *invest* in themselves. That may be through paying for their own *professional development* or doing it in their *own* time or making sure that the right people are aware of their activities and achievements.

So then I concentrate on what can I do and I'll do other things instead...

You as an employee have a responsibility to invest in yourself as an asset, as a commodity on the market place. You should be investing in yourself and if you can demonstrate that you are investing as much as you expect the work to invest, fine, but if you expect work to invest everything in you when you do nothing that's not the same playing field.

I try to figure out how to make that happen myself and that's what I want to try and do. To figure out how do I... make sure that... people outside the Department or industry or whoever knows what I'm up to.

Some intrapreneurs support themselves through tough situations because they cannot rely on anyone else to do that. They do not *have anyone to talk to*, they can feel *lonely* because they do not know many *like-minded* people and they do not have a *mentor in this space*. They feel they are on their *own* or that they are up *against the rest of the world*. They believe they need the *capacity* to get on with it on their own and draw on their *own reserves*. They can create their own *autonomy* and not wait for the *support* of others.

It just felt like it was me against the rest of the world. Pretty much.

It's like you're a cowboy on your own.

...but it is a lonely position and made even more lonely when the boss says 'yeah, just stop doing that' even though that is what you are meant to be doing... but it needs to be done, so someone needs to do it and I don't need a thousand friends...

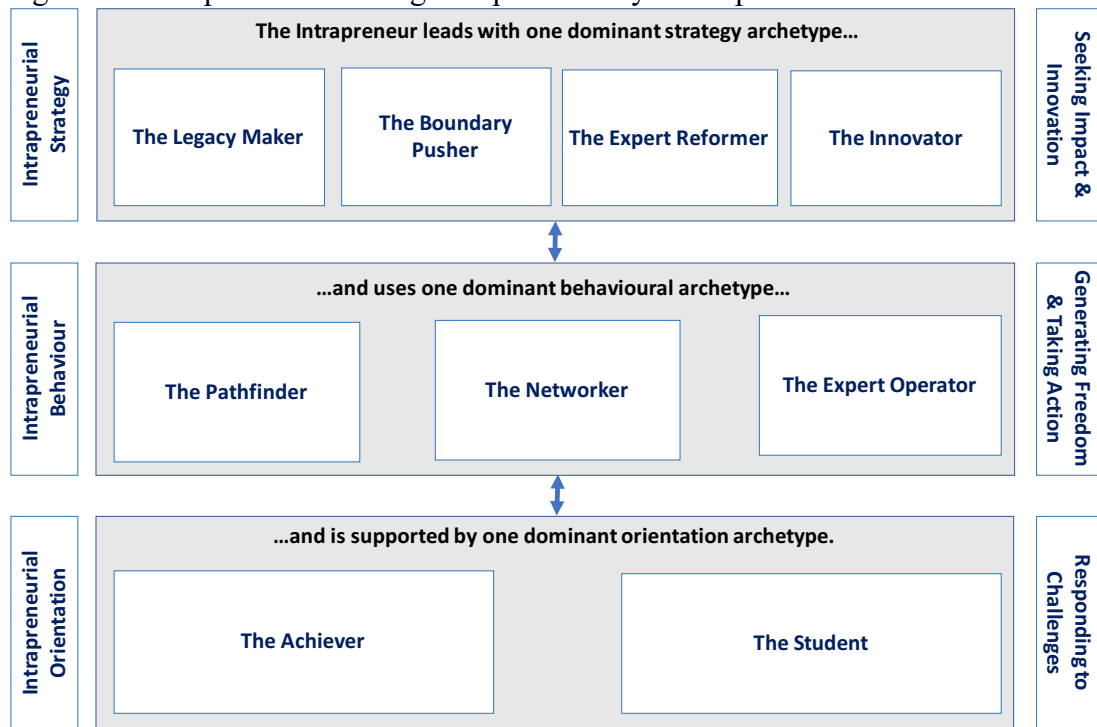
4.5 Intrapreneurial archetypes in action

As established in the presentation of findings above, each major theme is not only grouped as an intrapreneurial activity, but is also grouped as demonstrating either intrapreneurial strategy, behaviour or orientation. Intrapreneurial strategy is where the intrapreneurial initiative begins, through the intrapreneur choosing to voluntarily create innovative workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation's strategic directions (Bosma et al., 2010; Burgelman, 1983a; de Jong & Wennekers, 2008; Rigtering & Weitzel, 2013; Seshadri & Tripathy, 2006). Intrapreneurial behaviour

involves the pursuit of opportunities regardless of the control over resources (de Jong & Wennekers, 2008). It encompasses the intrapreneur's proactive, innovative and risk taking actions to carry out their intrapreneurial initiatives in organisations (de Jong et al., 2011). This is where the intrapreneur's tactical approaches can be best evidenced, illustrating how they progress their initiatives (Belousova & Gailly, 2013; Bosma et al., 2012; de Jong et al., 2011; Dovey & McCabe, 2014; Moriano et al., 2014; Zhu et al., 2014). Intrapreneurial orientation encompasses an individual employee's predisposition and attitude towards intrapreneurial processes, practices, and decision making within an organisation (Stewart, 2009). Although a variety of traits and characteristics have been used to demonstrate the expression of an employee's attitude towards intrapreneurship (Amo, 2010; Dovey & McCabe, 2014; Honig, 2001; Karyotakis et al., 2015; Mair, 2005; Sinha & Srivastava, 2013), in this instance, intrapreneurial orientation is demonstrated through the intrapreneur's attitudes, traits and characteristics regarding how they respond to challenges and overcome obstacles.

Following on from this, also established in the presentation of findings above, each superordinate theme, represented through an intrapreneurial archetype, is consequently classified as either an intrapreneurial strategy archetype, intrapreneurial behaviour archetype or intrapreneurial orientation archetype. Each grouping of archetypes by intrapreneurial strategy, behaviour or orientation, only represents one part of the practice of public intrapreneurship. To build the full picture of the practise of acting intrapreneurially in the public sector, the public intrapreneur will lead with one dominant strategy archetype, then use one dominant behavioural archetype and be supported by one dominant orientation archetype. This combination of archetypes represents the practice of acting intrapreneurially in the public sector. A summary diagram of the practice of acting intrapreneurially in the public sector is presented in Figure 4-2 below.

Figure 4-2: the practice of acting intrapreneurially in the public sector



Significantly, the eight survival archetypes are not represented in this model. As established in the presentation of findings earlier, the survival archetypes serve to demonstrate the mindsets of employees not representative of intrapreneurship, while still recognising that these mindsets form part of the intrapreneur's experience.

When seen in practice, an individual combines three archetypes; one from each grouping, and these can occur in any combination. The archetypal mindset used can change as the individual meets different challenges and this is discussed in more detail in Chapter Five. Illustrations of some of the more common combinations are provided in the fictitious narratives presented next.

4.6 Fictitious narratives

4.6.1 Introduction

Fictitious narratives have been developed to demonstrate how the different archetypes developed in this study work together to provide an example of the findings and to illustrate the process of acting intrapreneurially in the public sector. As established in

Chapter Three, details of participant cases could not be provided in the discussion on study sample nor in the findings due to the requirement for anonymity. Therefore, these fictitious narratives honour the individual level participant contributions and provide deeper insights to participant stories that were unable to be represented through real life individual cases.

Each archetype has been represented in at least one of the narratives provided. Use of participant language is highlighted in bold. However, this is not representative of verbatim quotes, which have been provided in the earlier thematic analysis. Rather highlighted text represents common language used by participants or a common theme of discussion paraphrased in order to concisely convey the meaning of the original text. In addition, narratives have been written using colloquial language to evoke a storytelling style representative of the interview transcripts and the study context.

The combination of archetypes is presented for demonstration purposes only and not intended to infer the best combination of archetypes as each combination is equally legitimate. Each narrative follows a similar storytelling sequence, starting with some contextual background, next providing an example of the intrapreneurial strategy archetype, then providing an example of the intrapreneurial behaviour archetype, later providing an example of the intrapreneurial orientation archetype and finally concluding by circling back to reference the motivation of intrapreneurial strategy archetype. The archetypes used can be identified by the name of each narrative, stating the strategy, behaviour and orientation archetypes demonstrated, in that order.

These fictitious narratives have been confirmed by study participants as reflective of their experiences.

4.6.2 Narrative one: Legacy Maker, Networker, Achiever

So I've been working here for maybe ten years. If you come from where I do, you'd think that was a really long time but not around here, where most people have worked for State Government for thirty odd years! Can you believe it? I spent most of my career out there in the real world, getting my hands dirty in the private and community

sectors interstate and overseas. I'm an executive here. You'd think that would mean I'd have the authority in my role to make the decisions I need to, but it's just not like that in government. Every initiative involves so many stakeholders, and everyone thinks they should be consulted with. Most of what I'm trying to do involves Ministerial authority, which means being **friends** with the Ministerial staff is a priority.

By being in government now I'm in a position to work on major issues from the inside. There are **some wrongs happening** in the world that need government intervention. I like seeing what I can do **to correct my little spot in the world**. Even if I'm a **small cog in the process I can actually speed things up, elevate and get them to a place where they need to go**. I want to **make a difference that you can actually see**, something **tangible**, and I have already seen **many of my ideas make a difference**. I **have left a mark**. I love achieving something, getting outcomes that are **sustainable** and those outcomes can then be **built on** to create even better things.

I find that other people don't really understand the purpose of the work they are doing and I don't think that's **good enough**. I hate **motherhood** policy statements that go nowhere. It needs to be about **public value** and understanding the **systems** perspective. For me, I like thinking of a **vision** and then cascading that down into how something can then be implemented. I suspect other people think that I just randomly come up with bright new shiny ideas to implement but in actual fact, it **builds on top of each other**. A lot of my initiatives needed an earlier one to have been implemented first. I've always got to have the **next step in mind**. It's been a long-term strategy. Now that I'm at this stage in my career, I've probably only got **five more years of real influence left in me**, so everything I do now is about leaving a **fantastic legacy behind** and finishing off those real high impact initiatives.

The job I'm in at the moment started as one thing, but I have grown it into something bigger and better, where I've made a real impact. That said, it's been a real bumpy ride to get here with **plenty of barriers and things put in the way**. I have been able to sell my initiatives because I've have a clear plan on how they would work, I've had the relationships with all the external stakeholders and I've had **enough relationships**

across government to actually pull off what I set out to. In fact, I think it's my relationships with external stakeholders that my colleagues find a little threatening, which probably helps me a bit. I've managed to **build a reputation** through all these relationships of being someone that can deliver on their ideas, and **make other people look good** along the way. It's much easier for me now than it used to be and it's really these relationships that provide me with the space to pursue my interests, not any formal authority.

I think working in the private and community sectors really helped me with this, the power of connections. In the community sector, there was so little funding that we had to **partner** with other organisations just to get anything done, and in the private sector, well, that's just how you got your next job offer. So, as I said, it's a long-term strategy. It's about **getting all your ducks in a row** and they all need to be there for the whole thing to work, but **each duck is unique in its own way** and it has to be stable in order to build on the next duck. It comes down to individuals generally, and I've got my tactics for getting people on board.

You won't believe how much effort has to go into trying to do something intrapreneurially in government. So, internally, I have to get my Chief Executive, my peers and my staff on board (if I need them to do some extra work for me). Then of course, other departments, so Treasury, Premier's Dept. and any other departments that will interact with my initiative. Then Ministerial and Premier's offices, local government and sometimes Commonwealth government. And I haven't even mentioned the public yet! The community groups and the special interest groups. You could say these are all my ducks. So, it's about **having those coffee meetings**, getting to know what those people want or what they need to know to be **convinced**, it's about supporting them, and hoping that later down the track they will support me, and it's about **finding those people** who will **champion** my ideas and spread them even wider.

The best times are when you find you've got so much peer **support** behind you that the more senior authority holders are forced to listen to you and take you seriously. Also, I'll usually be able to recruit people to voluntarily **help me** and do some work

on the initiative for me, or provide me with their specialist advice. I know a lot of people so I've got a lot of skills available to me, I've just got to ask for help in the right way.

On the other hand, the hardest thing I find is **knowing that the top of the chain actually wants what I'm offering**, but I've got someone either actively **blocking** it or **misrepresenting** it, **white anting** me or telling untrue stories to try to tarnish my reputation. Actually, maybe worse than that, it is when I know I have the backing from the public, that the community and special interest groups want what I am offering, and they are the ones that matter as they are effected, but it's inside government where all the obstacles are. I just don't believe that many of my peers or formal leaders have the **same values as I do about being here to improve services to the public**.

Although this is all really frustrating, it never changes what I do. I just keep my **eyes on the prize** and try not to get distracted by all that silliness. As an executive, I'm on a contract so I know that any wrong move means **I'll be pushed out of here at a moment's notice** but I try not to think about that. I know **it would be upsetting but I also know that I could get another job somewhere else** and that I'd get over it. When **I get a 'no' as an answer, I just plainly don't accept it**. I am quite **stubborn** really. I'm quite comfortable to just **keep pushing** what I want. I keep pushing because part of me knows that it is the right thing to do and that it will work. Look, sometimes, I recognise I just can't take it any further but I don't stop as such. I'll 'park it' to the side for a while and **I'll wait and wait until the time is right again**. I don't mind that **people find me annoying** sometimes, in fact my **persistence** can come in handy as a way of **wearing people down**, to get them to listen to what I've got to say, show them how my initiative will work and secure the resources that I need. At the end of the day, I need to do what is necessary to make things just that bit better and hopefully, establish that **legacy**.

4.6.3 Narrative two: Boundary Pusher, Pathfinder, Student

I've worked for State Government for nearly thirty years now. Did the traditional thing, started out at the entry level and worked my way up and I'm now in the central

office. I guess you'd call me a senior manager, not quite an executive although I've acted at that level many times. To be honest, I'm not sure I want to be an executive, they seem to have to spend all their time on **playing politics** and **I just want to get things done**. I don't want to have to deal with all of that stuff.

Look, I've acted intrapreneurially - if that's what you want to call it - lots of times. I'm always **doing things that aren't actually part of my job**, but that **need to be done**. I call it **pushing the boundaries**. That's because its work that is **nobody's job role** as it just doesn't exist yet, it's **new territory**, and I see it as **my job to push us** into that new territory.

I had a series of experiences a while ago that made me think about work differently. I was inspired by an initiative that was done overseas that was really relevant to some work I was trying to progress here. I highlighted this work to my Executive Director and said **we needed to do something** just like it here, in this department. I wrote a business case and went to the other Directors to **engage them** on this topic and **seek their support**. Everyone I talked to said it was a **great idea but nothing happened**. Then, a little later, a direction came from the Minister to my Chief Executive for us to do something on this very area I was interested in progressing, and a few of us tried to come up with ways to meet this request but in the end, it fizzled out and **nothing really happened**. Later again, I came up with an idea of how we could progress this initiative by partnering with a number of interstate agencies to pilot a new approach. Again, everyone told me it was a great idea, but nobody would actually tell me I could progress it.

After these experiences, I felt really let down by the **formal leaders** of this department. I noticed that I was getting a lot of **rhetoric**, there was a lot of **hypocrisy**. People were always saying what I was doing was great, but **they didn't do their bit to help** it become a reality. The department was saying '**we really value people that innovate and do new things**' but then the **culture didn't back it up**. These formal leaders don't support innovation. They were still focused on the old approaches but there are new ways of doing things now. We were **behind nationally and internationally**. We were

a joke to other states and **they didn't seem to care**. There was **no accountability** for us being so behind and **missing out on so many opportunities** to progress.

All of this just made me realise that other people were not going to take the responsibility to fix these problems, or even admit there were problems. Even when Executives are asked by the Minister to do something, or their own Chief Executive, they still avoided the responsibility. I came to the conclusion that **things only happen when one person decides to step up and take the responsibility**. So that's what I decided to do, I decided it was **my responsibility** to get innovations to happen and **if I didn't try, nothing will change**. So that's my approach to everything now. I am past waiting for the right time, where the culture is better and the leaders are supportive. I'm just **doing it anyway**.

Let me make it clear though, this is not an easy way to work. There are times **when I don't feel safe**, that I've tried to **push the boundary too far**. I've been **discredited and devalued** because I don't work inside the box. I've had my **reputation undermined** by people that obviously don't like what I'm doing. The most frustrating thing is, I'd be fine if they criticised the idea but they **target me personally**. I feel like others think **I speak another language**, that **I'm really annoying**, that **I'm too radical or too difficult** and I'm **not doing my 'real' job**. That's the thing that concerns me the most, when people think I'm the one being unethical somehow, when they are the ones taking a big pay cheque just to 'administer' what we've always done, not seeing that the world has changed and **we need to change** with it.

However, the best thing about taking responsibility is that the more you do it, the better you get at it. I've **learnt from my mistakes** in the past. In my previous attempts to get my initiatives off the ground I was **too technical, too black and white** about things and **didn't spend the time engaging with people** to find out how to get them on board with what I was trying to do. I found out that without the support of others, I **got stuck at a point and couldn't go any further** with my initiative. I know now, that it is not all about the idea but it's about people too. In fact, one of the best things about working

this way is making **personal connections with like-minded people**, which I had never really expected.

Anyway, these types of attacks really **don't bother me** anymore. I guess the thing is, I expect them now and knowing that means I can prepare myself. I know that I'll get to the other side as I've done it so many times before so I've always got an optimistic outlook regardless of the **struggle**. In exchange for going through all that, **I learn a lot** when I'm doing this, learning by applying and observing the outcomes, I get to set my own agenda, do my own **self-directed projects** so I'm never **bored** anymore. Most importantly, I've made myself the kind of **leader** I'd like to see in the public service.

4.6.4 Narrative three: Innovator, Pathfinder, Achiever

I guess I'd have to admit I'm nearing twenty years in State Government. Wow, doesn't time fly? I've been a middle manager for quite a while now. Managing staff is really important to me. I enjoy **mentoring them** and **helping them** to identify their strengths and areas of improvement. I've been lucky in **having a good manager** along the way in my own career that has really helped me to gain confidence and believe in myself and I really want to do that for my staff too. I get so frustrated when I see all the other bad managers around, we tolerate such low standards around here. I don't just believe in intrapreneurship for myself – **I want my staff to embrace that** too and I'm proud to be a **role model** for that.

I have done a lot of 'firsts' in my career. Things like **piloting new initiatives** or just doing something for the **first time** in the State or the first time in Australia. I have even won some **awards** for some of the 'firsts' I have done. **I get really excited** by progressing things that haven't been done before. I'm just one of those people that **comes up with lots of ideas**. I usually see things in **drawings and models**. My ideas tend to come from **putting bits together** that have each been done before individually, but become something new and original when put together in a way that I think I can achieve. I tend to **fill up notebooks** worth of research and ideas on the topic. Admittedly, I do spend most of my **personal time** keeping on top of all the latest

research and what is going on all over the world. It's just what I enjoy doing, even if it does drive my family crazy.

I will find **any possible way** to get what I need in order to achieve what I set out to, the **authority**, the **resources**, the **support**, whatever it needs. So, I've **written business cases** and done presentations on my ideas to get authority to proceed. I've done **pilots, trials** and **demonstration projects**. I've got **consultants** in and got them to back my idea to the executives. I've convinced others that have better relationships with the executives to **say it was their idea**. I **don't care about the credit**, I just want to find a way to get it done. I've chopped the initiative into tiny pieces and got support for each piece at a time so it wouldn't seem so scary to anyone.

Look, I'll even do it **without permission**, if that's what it takes. Although that sounds much worse than it is. The reality is that if the executives don't want to take any risks, then I can try to **take the risk** off them. If it's something that I can produce myself, or with some colleagues I've managed to get on board with the idea, then I'll just do all the work and then I'll get the signoff before the change, or new product or service is launched. Other times, if I think I can get away with just implementing it I will. It definitely gets trickier when I need to involve people from outside government, but where there is a will, there is a way and I've found ways to **get around** letting people know what I'm doing. Sometimes I've argued that it was **part of my role** or **part of another approved initiative**, it's really not the case, but I'm a good debater so I can make it work. I don't **break the rules**, I just bend them a bit. The problem is that nothing would ever get done if everyone **followed the rules** all the time.

I know that some people think **I'm a troublemaker**. I ask questions and people don't like that. I know they think **I'm challenging** or judging them but really, **I am just trying to understand** and make things better. What I don't know is, why more people aren't thinking like me. I **suggest** to other parts of the department where opportunities are and what we could do about them and they just tell me **it's not my job** to get involved. They think I'm moving onto **their turf**. I don't get **access to leadership training and development** like my other colleagues. I know that I'm **not favoured**

for promotion even though I deliver a lot and I work hard without getting thanked or rewarded for all the personal time and effort I put in.

I'm just one of those people with a **lot of energy**. I'll just keep **persisting** and drive it home to completion. **I'm not interested in being associated with anything that fails**, so if I'm doing it, it's going to succeed. At the end of the day, it doesn't matter if people call me a troublemaker or find ways to punish me for just trying to make things better, I sleep well at night knowing that I am a part of **innovating** government.

4.6.5 Narrative four: Expert Reformer, Expert Operator, Student

I started here straight after university which means that it's been a bit less than ten years since I joined the public service. I feel too young to be able to get long service leave! Although maybe I should see it as my compensation for all the mocking I get from my friends that think government is boring and we sit around on the internet all day doing nothing. They'll never be able to stay anywhere long enough in the private sector to get long service leave. What they don't realise is that I've got the opportunity to change it **from the inside**. They are throwing insults from the outside about what a crap job government does, but that doesn't achieve anything. I'm the one with the chance to change it, not them.

To me, being intrapreneurial is all about **making things better**. When I go into a new job, the first thing I like to do is work out what is the **low hanging fruit** – what's that easy stuff **to improve** that nobody else has ever bothered to address before. Often this is about **changing processes**, how something is done. I don't even need any money or other people as I can do it myself but once I achieve it, suddenly we are getting better outcomes. Then I start mapping out the bigger stuff. Where I want to make major **improvements**, or stop doing certain things or start providing entirely **new services**. I'm not saying what I do are big deal innovations, or **brand new services** and policies, I realise I'm not Steve Jobs, but I don't think that's what intrapreneurship in the public sector is about. Ground breaking initiatives that get all the media attention, are rare and far between. That's not what most of us get involved in. What I do is introduce **new and better ways of getting the everyday work** of the public service done.

Considering that most people haven't **tried doing anything new in decades** around here, that's a bigger deal than you think.

Which reminds me that really, what I do, is try to implement an intrapreneurial way of thinking to the culture here. The **culture of the public sector is definitely the biggest problem** we have when it comes to innovation. It's from both sides. The executives won't approve anyone to do anything new if there is the smallest bit of **risk** involved, they want **black and white** certainty on everything and most of the staff will **resist** and **block** any changes that come their way. I realise that I'm part of the culture too and I'm not just going to sit around and whinge like everyone else. That's why I design my own initiatives of things that I think need to be changed and then I go about trying to **get them done**. I do what I can to **change the culture** while I'm at it.

Ever since I started working, I've been the one to volunteer for everything. If they needed a rep to sit on the Health and Safety committee, or an urgent briefing that needs to be prepared overnight, I'll put my hand up for it. If someone else in the team is on holiday I'll volunteer to take on their duties. I just want to learn more. I've had quite a few **mentors** already, really good people sharing with me how I can **get stuff done** in the public service and that's what I want. I want to find a way to get **good outcomes** so that people will change their minds about what they think about government.

To me the real trick of the public service is that you are told to think that all the **systems, rules, policies and procedures** means that it runs efficiently and effectively and that things are dealt with fairly. But I can see the reality is that all of those rules just come down to the **person above you and the values that they do or don't have**. Some people will just warp the rules to their own benefit. They're **not here to actually serve the public**. In fact, I've worked out that decisions are not made on the strengths and weaknesses or perceived risks of an initiative alone. It's about **personality, power games, culture and behaviours**. It's so different to what they taught us at university! **It comes down to the culture** as to whether my initiatives will be accepted or supported. In fact, **that's the driving force in the public service, it's the cultural**

stuff. There is a culture of not wanting to change anything and not wanting to be challenged.

Now I'm at that stage where I'm using this knowledge of how it all works to start making those changes I want to see. I've been using the fact that I'm younger and not a manager to my advantage. When I'm talking to other people about my ideas, yeah, they can be dismissive, but they don't see me as a threat which I think is a good thing. That means **I'm not under the same level of scrutiny as staff at higher classification levels.** People like me more, and I can get my peers on board to my ideas. I don't mind being underestimated, I'll use that to my advantage.

I've now completed my first few big intrapreneurial initiatives and although all the **hard work** nearly killed me, I'm really keen to do more stuff. A little while back, I started speaking up and offering out my ideas when I felt like I was **in a safe environment**, like to my mentors. People were telling me that my ideas were great so **I learnt that I could trust** that they were good enough to pursue.

I feel like I've had more practise in **crafting my communication skills** and I also feel like I have been able to **understand other people's drivers a bit more** and **why they are resistant to some things.** By acting intrapreneurially I'm pushing myself to **make contact with a bigger group of people** and it means I'm learning ways to deal with **different types of personalities.** I've learnt more about those **informal government processes** too. Like **who you need to speak to at what point to get things done, or to smooth the way through.** There were people that I needed to engage with early because they had the knowledge, **skills and ideas to help me** and then there were other people that I needed to be engaged with early because they were critical to the acceptance and success of my initiative.

Maybe the biggest thing I've learnt is that **I'm a lot better now at twisting challenges into opportunities**, so when things don't happen as I expect, I stop seeing those things as blocks and I think of them differently. It's like I've given myself the power to decide for myself the best perspective on something, so I think that makes **my thinking more**

mature now. My understanding of how things work, how people work, how the organisation works, because **you have to learn from it else you just drown.** At first, **I definitely struggled** with all the setbacks. Particularly when I had a boss tell me off and said I was doing things that **weren't my job to do.** I'm pretty smart though and I had guessed that was probably going to happen at some point so I had another manager, someone at my boss's classification level, already lined up to support and sponsor what I was doing, so she couldn't do too much to me. As a result of all of this, **I feel like I can handle anything now** really. I just feel like **I know I can get through it in the future.** These days I'm putting my ideas forward even when the environment isn't so safe. Sometimes I get criticised, but I'm learning to deal with that. Now I've just got to create my next initiative to work on. What else can I fix around here...?

4.6.6 Summary

The four fictitious narratives provided demonstrate each intrapreneurial archetype in action. These cases illustrate the experience of acting intrapreneurially in the public sector through emphasising the dominant lead of the intrapreneurial strategy archetypes, supplemented by a principal intrapreneurial behaviour and supported by a primary intrapreneurial orientation. These four narratives also demonstrate the interplay of personal factors, such as personal values, work position and years of experience which reinforces the wide variation of cases, contexts and scenarios in which public intrapreneurship can manifest.

4.7 Chapter summary

This chapter presented the three major themes resulting from the analysis as intrapreneurial activities, namely, (1) seeking impact and innovation, (2) generating freedom and taking action, and (3) responding to challenges. Within each major theme, the superordinate and constituent themes were presented, supported by excerpts from the participant stories, as well as the corresponding intrapreneurial archetype developed, also supported by excerpts from the participant stories. A model of the practise of public intrapreneurship was presented along with an explanation of its use. Then, fictitious narratives were provided to exemplify the practice of acting

intrapreneurially in the public sector, demonstrating the identified intrapreneurial activities and archetypes in action. The development and presentation of findings completes the process and presentation of the data analysis. The next chapter will discuss the findings.

5 DISCUSSION

5.1 Introduction

This chapter presents the interpretation of study findings provided in Chapter Four. A conceptual framework for public intrapreneurship is proposed, incorporating all elements of the public intrapreneur's experience, set within the context of previous intrapreneurship research, with a particular focus on intrapreneurial behaviour, orientation, strategy and process activities. Each element of the conceptual framework is discussed in turn and scholarly contributions and implications for practice resulting from this study are highlighted.

5.2 Conceptual framework of public intrapreneurship

The study findings presented in Chapter Four, when viewed in light of the existing literature, enables the development of a conceptual framework of public intrapreneurship. Three major intrapreneurial activities were developed in the findings, with each activity recognised in the existing intrapreneurship literature regarding intrapreneurial process and activities. In addition, each of these activities involves a number of distinct mindsets developed in the findings, presented as archetypes, demonstrating the intrapreneur engaging in a certain aspect of intrapreneurship, either intrapreneurial strategy, behaviour or orientation, corresponding to the theoretical framework of Chapter Two. Finally, considering the existing literature presented in the intrapreneur's experience in Chapter Two, each of these activities and archetypes can be seen to lead to a particular type of consequence for the intrapreneur and their organisation. A summary diagram of the proposed conceptual framework of public intrapreneurship is presented in Figure 5-1 below. This chapter will discuss each element of the framework in turn.

Figure 5-1: conceptual framework of public intrapreneurship

Theory	Intrapreneurial Strategy	Intrapreneurial Behaviour	Intrapreneurial Orientation
Activity	Seeking Impact & Innovation	Generating Freedom & Taking Action	Responding to Challenges
Archetype	<ul style="list-style-type: none"> • The Legacy Maker: Creating meaningful impact • The Boundary Pusher: Taking responsibility for leading improvement • The Expert Reformer: Challenging the status quo • The Innovator: Using expertise to create ideas & opportunities 	<ul style="list-style-type: none"> • The Pathfinder: Exploring different ways to create freedom • The Networker: Seeking connections to create freedom • The Expert Operator: Knowing how things are done around here 	<ul style="list-style-type: none"> • The Achiever: Overcoming obstacles to prove it can be done • The Student: Evolving the attitude needed to get it done
Consequence	Organisational & Personal Benefits	Personal Risk Taking & Costs	Engaging Personal Resilience

5.3 Public intrapreneurship: Theory

5.3.1 Overview

Chapter Two established the theoretical foundations for this study, assembling four major contributions from the literature, namely, (1) intrapreneurial behaviour, (2) intrapreneurial orientation, (3) intrapreneurial strategy, and (4) intrapreneurial process and activities. The study findings articulated in Chapter Four align with these contributions to theory. The first three aspects of intrapreneurship are discussed in this section, while the fourth is discussed in the following section of this chapter.

5.3.2 Intrapreneurial strategy

Intrapreneurial strategy is where the intrapreneurial initiative begins, through the intrapreneur choosing to voluntarily create innovative workplace initiatives that are not part of their formal work role, creating an unofficial pathway to broaden and redefine their organisation's strategic directions (Bosma et al., 2010; Burgelman, 1983a; de Jong & Wennekers, 2008; Rigtering & Weitzel, 2013; Seshadri & Tripathy,

2006). Intrapreneurial strategy is characterised by outcomes and benefits sought (Moriano et al., 2014), concentration on the future (Dovey & McCabe, 2014; Rigtering & Weitzel, 2013) and opportunity identification outside the scope of an organisation's formal strategy (Burgelman, 1983a; Zahra, 1993).

The activity of seeking impact and innovation, identified in the study findings of this current study, can best be characterised as demonstrating intrapreneurial strategy in action, aligned with the existing literature. Participants undertook their initiatives as an extra role behaviour (Amo & Kolveried, 2005; Stull, 2005), not requested by their management (Bosma et al., 2010; de Jong & Wennekers, 2008). In addition, participants sought change to current practises and current strategies (Burgelman, 1983a; Verreynne & Harris 2008), often motivated by goals they had developed or the desire for challenging and interesting work (Moon, 1999).

The participants in this study demonstrated specific characteristics identified in other studies of intrapreneurial strategy. Similar to the studies by Ulijn et al. (2007) and Sundin and Tillmar (2008), this study found participants willing to take responsibility for change, driven by outcomes such as benefits for the community. In addition, similar to the study of intrapreneurial competencies by Wiethe-Körprich et al. (2017), this study found participants envisioning the future, undertaking non-conformist behaviour and acting autonomously. Also, similar to the studies by Seshadri and Tripathy (2006), Sundin and Tillmar (2008) and Zampetakis et al. (2007), this study found participants taking ownership over their initiatives and being driven by a mission and perceived necessity for change.

Intrapreneurial strategy can be seen not only throughout the activity of seeking impact and innovation, but also through the archetypes of the Legacy Maker, the Boundary Pusher, the Expert Reformer and the Innovator. In addition, the consequences of exercising intrapreneurial strategy through seeking impact and innovation, for the individual and the organisation, can be seen in the consequences of acting intrapreneurially. Activities, archetypes and consequences are discussed in the following sections of this chapter.

5.3.3 Intrapreneurial behaviour

Intrapreneurial behaviour involves the pursuit of opportunities regardless of the control over resources (de Jong & Wennekers, 2008). It encompasses the intrapreneur's proactive, innovative and risk taking actions to carry out their intrapreneurial initiatives in organisations (de Jong et al., 2011). This is where the intrapreneur's tactical approaches, illustrating how they progress their initiatives, can be best evidenced (Belousova & Gailly, 2013; Bosma et al., 2012; de Jong et al., 2011; Dovey & McCabe, 2014; Moriano et al., 2014; Zhu et al., 2014). Intrapreneurial behaviour is characterised by making change happen in organisations (Brunaker & Kurvinen, 2006; Deprez et al., 2018; Kanter, 1984; Letsie et al., 2014), navigating organisational life and politics, as well as acquiring support and resources to turn an idea into reality (Dovey & McCabe, 2014).

The activity of generating freedom and taking action, identified in the study findings of this current study, can best be characterised as demonstrating intrapreneurial behaviour in action, aligned with the existing literature. Participants demonstrated relationship related behaviours that have been categorised as intrapreneurial in the existing literature, such as networking, persuasion and building a collation of supporters (Bosma et al., 2012; de Jong et al., 2011; Dovey & McCabe, 2014; Monnavarian & Ashena, 2009; Moriano et al., 2014; Seshadri & Tripathy, 2006; Sundin & Tillmar, 2008). In addition, participants demonstrated knowledge related behaviours that have been categorised as intrapreneurial in the existing literature, such as using knowledge from within and outside the organisation to implement ideas as well as identifying limitations and constraints that can restrict the implementation of ideas (Hayton & Kelley, 2006; Wiethe-Körprich et al., 2017). Also, participants demonstrated political behaviours that have been categorised as intrapreneurial in the existing literature, such as covert leadership and working around rules (Dovey & McCabe, 2014; Pinchot, 1987; Sundin & Tillmar, 2008), as well as organising and recruiting resources to enable the implementation of their initiative (Dovey & McCabe, 2014; Moriano et al., 2014; Zhu et al., 2014). Finally, in the studies from Zampetakis and Moustakis (2007, 2010), the ability to cut through bureaucratic red tape was

determined as an intrapreneurial behaviour, similar to this current study finding theme of ‘knowing how to get things done around here’.

Intrapreneurial behaviour can be seen not only throughout the activity of generating freedom and taking action, but also through the archetypes of the Pathfinder, the Networker and the Expert Operator. In addition, the consequences of exercising intrapreneurial behaviour through generating freedom and taking action, can be seen in the consequences of acting intrapreneurially. Activities, archetypes and consequences are discussed in the following sections of this chapter.

5.3.4 Intrapreneurial orientation

Intrapreneurial orientation encompasses an individual employee’s predisposition and attitude towards intrapreneurial processes, practices, and decision making within an organisation (Stewart, 2009). A variety of traits and characteristics have been used to demonstrate the expression of an employee’s attitude towards intrapreneurship (Amo, 2010; Dovey & McCabe, 2014; Honig, 2001; Karyotakis et al., 2015; Mair, 2005; Sinha & Srivastava, 2013). In this instance, intrapreneurial orientation is demonstrated through the intrapreneur’s attitudes, traits and characteristics regarding how they respond to challenges and overcome obstacles. A number of relevant dispositions have been identified in prior studies that support the current study finding that participants overcome obstacles to prove it can be done. For example, persistence (Sundin & Tillmar, 2008; Aaltio et al., 2007), resilience (Davis, 1999), tenacity (Davis, 1999; Seshadri & Tripathy, 2006), and self-determination (Aaltio et al., 2007). In addition, a number of relevant dispositions have been identified in prior studies that support the current study finding that participants attempt to evolve the attitude needed to get it done. For example, emotional intelligence (Zampetakis et al., 2009, p. 614) and self-efficacy (Boon et al., 2013; Douglas & Fitzsimmons, 2008; Mair, 2005; Wakkee et al., 2010; Wiethe-Körprich et al., 2017).

Intrapreneurial orientation can be seen not only throughout the activity of responding to challenges, but also through the archetypes of the Achiever and the Student. In addition, the consequences of engaging intrapreneurial orientation through responding

to challenges, can be seen in the consequences of acting intrapreneurially. Activities, archetypes and consequences are discussed in the following sections of this chapter.

5.3.5 Summary and contribution

This study developed a theoretical framework for intrapreneurship, documented in Chapter Two, and applied this framework to the study findings presented in Chapter Four. The ensuing discussion has established significant support for the study findings within existing theory. In addition, the legitimacy of the theoretical framework as a mechanism to understand the practise of public intrapreneurship has been reinforced.

5.4 Public intrapreneurship: Activity

5.4.1 Overview

There is a long tradition within the broader field of entrepreneurship to focus on process, exploring and questioning ‘how’ a practise happens (Shane & Venkataraman, 2000). Similarly, intrapreneurship can be approached as a process (de Jong et al., 2011; Zampetakis & Moustakis, 2010). Moreover, Belousova and Gailly (2013) argue that understanding the process and related activities of intrapreneurship is critical to progressing the field of intrapreneurship. This study contributes to satisfying this need through shedding light on the process of intrapreneurship in the public sector. However, a process infers a set sequence of activities in a routine and repeatable manner. The findings of this study reveal that public intrapreneurship consists of three major activities, (1) seeking impact and innovation, (2) generating freedom and taking action, and (3) responding to challenges, and those activities are not undertaken in any set sequence and the activities can be repeated many times. Each of these activities are further explored below, including similarities with existing literature and concluding with the new contributions made by this study.

5.4.2 Seeking impact and improvement

The first of the three major activities in public intrapreneurship is seeking impact and improvement. It involves the intrapreneur's actions to create meaningful impact on the world through their work, as well as their proactivity in committing to take responsibility for leading improvement. In addition, it involves the intrapreneur's actions to reform the public sector culture, structure and operating practices by challenging the current way things are done, as well as crafting ideas for solutions to public sector problems and creating the opportunity for an innovative activity. The few prior studies, discussed in detail in Chapter Two, identifying intrapreneurship process activities demonstrated similar activities to this major activity.

Belousova et al. (2010) put forward the activity of 'discovery', where opportunities to create value are recognised and such opportunities can be driven by necessity or by creative idea as well as the activity of 'evaluation', involving the intrapreneur creating a vision and reviewing their initiative in light of its alignment with both the organisational strategy and their personal goals and benefits. Bosma et al. (2010) argued for the activity of 'idea development' as the first stage of the intrapreneurial process where, acting on their own initiative, intrapreneurs generate business related ideas. de Jong and Wennekers (2008), identified the activity of 'vision and imagination', also at the start of the intrapreneurial process, where opportunities are perceived, ideas are generated, products, services and concepts are designed, and intrapreneurs actively search for information to support these perceived opportunities, ideas and designs. Hornsby (1993) identified as an activity, the 'decision to act intrapreneurially' involving the interaction of a range of factors relating to organisational characteristics, individual characteristics and precipitating events. Puech and Durand (2017) argued for the activity of 'opportunity identification' involving the emergence of a new idea. Finally, Sundin and Tillmar (2008), put forward the activity of 'identifying needs and solutions' where the intrapreneur identified that a change needed to happen, and this change was part of the intrapreneur's vision for a larger outcome sought.

This current study's proposed activity of seeking impact and improvement shares a number of characteristics with the existing literature. Like the studies of Belousova et al. (2010), de Jong and Wennekers (2008) and Sundin and Tillmar (2008), in this study, this activity involves participants creating a vision for the future and referencing mechanisms to create value for both the community, and their organisation from those visions, whether that be through long term legacy building initiatives, reforming current practises or making innovation and improvement happen. In addition, like the studies of Bosma et al. (2010), Puech and Durand (2017) and Sundin and Tillmar (2008), this activity involves participants identifying problems, developing solutions, perceiving opportunities, designing outcomes and taking the initiative through their actions to reform current practises, leave a legacy and undertake challenging work. Like the model from Hornsby (1993), this activity involves the decision point and motivation of the participant to act intrapreneurially. Finally, like the study from Belousova et al. (2010), this activity encompasses the actions taken by participants to disrupt or add to their organisation's strategy, including attempting to align and influence the organisation's strategy with their own work goals.

5.4.3 Generating freedom and taking action

The second of the three major activities in public intrapreneurship is generating freedom and taking action. This activity involves identifying and utilising a wide variety of techniques and pathways to generate freedom and take the actions required, as well as giving, receiving and seeking social support from others in order to build a network of personal connections. In addition, this activity involves knowing how things are done within the public sector and using this knowledge to generate freedom and take the actions required to achieve the desired outcome. The few prior studies, discussed in detail in Chapter Two, identifying intrapreneurship process activities demonstrated similar activities to this major activity.

Belousova et al. (2010), put forward the activity of 'legitimation' where the intrapreneur sells the initiative to management, building a coalition of support, establishing good relationships within the organisation and building their reputation, as well as the activity of 'exploitation', where the initiative is executed through

gathering resources, including informal means and potentially bypassing rules. Both Bosma et al. (2010) and de Jong and Wennekers (2008), argued for the activities of 'preparation' and 'emerging exploitation'. Preparation involves communicating the idea to others, convincing management, forming alliances and market research. Emerging exploitation involves organising resources, supplies, production and operationalising the new initiative. Hornsby (1993) identified the activity of 'idea implementation' where the intrapreneur initiates the innovation through implementing the idea as well as 'business feasibility / planning' as an activity involving developing an effective business plan. Puech and Durand (2017) argued for the activities of 'opportunity exploration', where the idea is evaluated by peers and management and 'opportunity development', where the idea is delivered. Finally, Sundin and Tillmar (2008), put forward the activities of 'creating space for action', where the intrapreneur actively created freedom of action to pursue their initiative outside their hierarchical role in the organisation, and 'legitimacy', where social skills were used to create alliances, within and outside the organisation.

This current study's proposed activity of generating freedom and taking action shares a number of characteristics with the existing literature. Like the studies of Belousova et al. (2010), Bosma et al. (2010), de Jong and Wennekers (2008), Hornsby (1993), Puech and Durand (2017) and Sundin and Tillmar (2008), this activity involves participants building a support network, selling the initiative to those with authority to approve it, building a good reputation to create legitimacy, taking action to gather the required resources and operationalising the new initiative. In addition, like the studies of Hornsby (1993), Bosma et al. (2010) and de Jong and Wennekers (2008), this activity involves participants taking a variety of different steps and pathways to implementation such as market research and business planning. Also, like the study of Belousova et al. (2010), this activity involves participants not only utilising different pathways to taking action, but also, different pathways that may involve circumventing the rules in order to act without authority.

Importantly, although the findings of the activity of generating freedom and taking action are supported by all of the six intrapreneurship process and activity studies

discussed in Chapter Two (Belousova et al., 2010; Bosma et al., 2010; de Jong & Wennekers, 2008; Hornsby, 1993; Puech & Durand, 2017; Sundin & Tillmar, 2008), it is the one study within the context of the public sector, from Sundin and Tillmar (2008, p. 120), that situates the intrapreneur's activities as also "creating space for action", rather than as a means to idea implementation alone. This current study significantly extends this perception by Sundin and Tillmar (2008) which was based on a study involving two participants, not only with a considerably larger data set, but also greater nuance and clarity.

Crucially, freedom to act is more than just seeking approval and convincing management structures. Freedom is rarely given. Rather, freedom is generated by intrapreneurs through their actions to continuously and iteratively use creative tactics to build an environment in which their initiative can be executed successfully. This current study establishes that, in the public sector setting, the actions of seeking and using pathways through formal organisational structures, systems and processes, exemplified by Pathfinder, as well as the actions of building a network of informal social connections, exemplified by the Networker, and also the actions of a political and cultural nature within an organisation, exemplified by the Expert Operator, are partly attributable to the public intrapreneur seeking freedom, space and agency to act. These actions do also enable idea implementation, however, in the public sector setting in order to start undertaking the implementation of an idea, first freedom to act must be built. Notably, as demonstrated by the study participants, freedom to act can be generated through the means of covert actions and circumventing rules. This study finding is a significant contribution to understanding the activities of intrapreneurship within the public sector context, providing a critical process activity dominant to the public sector setting alone.

5.4.4 Responding to challenges

The third of the three major activities in public intrapreneurship is responding to challenges. This activity involves overcoming obstacles and bouncing back from adversity. It also includes evolving, through learning, reflection, growth and development, the attitude needed to get it done. The few prior studies, discussed in

detail in Chapter Two, identifying intrapreneurship process activities demonstrated a small number of similar activities to this major activity.

Hornsby (1993) identified the activity of ‘ability to overcome barriers’ as a significant factor in the process of intrapreneurship where a variety of obstacles need to be addressed. Sundin and Tillmar (2008), put forward the activity of ‘persisting’ resulting from the personal criticisms and resistance that the intrapreneurs had to withstand. Significantly, Belousova et al. (2010), Bosma et al. (2010), de Jong and Wennekers (2008), and Puech and Durand (2017) did not identify overcoming challenges as an activity of significance within their intrapreneurial process models.

This current study’s proposed activity of responding to challenges shares a number of characteristics with this existing literature. Like the study by Hornsby (1993), this activity involves participants overcoming barriers through a flexible approach to pushing through obstacles, bouncing back when things go wrong, and exercising a commitment to work hard to achieve their goals. In addition, like the study by Sundin and Tillmar (2008), this activity involves participants persisting against resistance in order to achieve their goals.

The significance of the activity of responding to challenges to the intrapreneurs participating in this study cannot be understated. Of the thirty-four constituent themes identified in this study, fourteen themes, close to half of all the identified constituent themes, were related to this activity. Similarly, a substantial portion of the interview transcripts documenting the participant stories, related to their thoughts and actions in responding to challenges. Although eight of these constituent themes have been categorised as survival related, rather than intrapreneurial, due to their lack of intrapreneurial orientation, these themes still serve to demonstrate and recognise these thoughts and actions as part of the intrapreneur’s experience in responding to challenges.

Considering the lack of recognition of this activity in prior studies, this finding demonstrates support for, and extension of, the intrapreneurship literature on

overcoming obstacles. Moreover, it is proposed that the activity of responding to challenges is particularly prominent in the practise of public intrapreneurship, as also seen in the public sector study by Sundin and Tillmar (2008). This reflects the severity of the barriers and obstacles of the setting of the public sector, as established in the public entrepreneurship literature (Leyden, 2016; Lewandowski & Kożuch, 2017). Continuing this line of thought, it can be argued that the organisational level obstacles facing the successful implementation of public entrepreneurship, are manifested in new ways, at the individual level, within public intrapreneurship. This leads to distinct, and significant, public sector challenges experienced by public intrapreneurs. This is aligned with the earlier assertion that public intrapreneurs must generate freedom to act before they initiate idea implementation, adding a distinct process activity on top of those generally experience by private sector intrapreneurs. This additional process activity influences the volume and breadth of challenges faced by public intrapreneurs. Consequently, the findings of this study demonstrate that the intrapreneur's experience of acting intrapreneurially in the public sector is dominated by the need to respond to challenges, playing a far greater role in their experience than the need to overcome obstacles established in the private sector intrapreneurship literature, offering a novel contribution to the public intrapreneurship literature.

5.4.5 Summary and contribution

Although many similarities can be found between this study's findings and the small existing literature on the process and activities of intrapreneurship, a number of key unique contributions can be asserted. Firstly, the contribution of the significance of generating freedom to the public sector practise of intrapreneurship. This study provides greater clarity, nuance and substantial extension to the public sector focused study from Sundin and Tillmar (2008), which provided the process activity of 'creating space to act', aligned to the current study's process activity of generating freedom to act. The activity of generating freedom establishes that, in the public sector, freedom to act must first be established before idea implementation, and the actions of formal pathfinding, informal networking and informal organising of a political nature, are used by the intrapreneur to generate freedom, space and agency to act intrapreneurially. This study finding significantly contributes to establishing a critical

process activity to the practise of public intrapreneurship, dominant to the public sector setting alone.

Secondly, the contribution of the significance of responding to challenges. This activity was only represented in two of the existing studies, yet it was identified as a major theme in this study, with a substantial proportion of the participant's experiences attributable to this activity. Moreover, the activity of responding to challenges in public intrapreneurship is supported by the severity of obstacles of the public sector setting previously identified in the public entrepreneurship literature, as well as the increase in volume and breadth of challenges resulting from the additional process activity of generating freedom to act, as asserted earlier. Consequently, public intrapreneurship can be seen as dominated by the need to respond to challenges, offering a novel contribution to the public intrapreneurship literature.

5.5 Public intrapreneurship: Archetypes

5.5.1 Overview

It was established in Chapter Three that archetypes are a means of perceiving, and making cognisant, the collective unconscious and that in this study, archetypes have been chosen as a tool to represent the participant experiences. In Chapter Four, the intrapreneurial archetypes were presented to illustrate the characteristics, strengths, weaknesses, goals, desires and context for use of the mindset behind each superordinate theme identified in the study findings. The archetypes were then used as the basis to model the practise of public intrapreneurship where the public intrapreneur will lead with one dominant strategy archetype, then engage one dominant behavioural archetype and be supported by one dominant orientation archetype. This combination of archetypes represents the practice of acting intrapreneurially in the public sector. This section further explores the use of the archetypes in practise, comparing and contrasting their characteristics, further articulating their context for use and discussing how intrapreneurs can transition from one mindset to another.

5.5.2 Reviewing the archetypes

When seeking impact and innovation, participants exhibited the mindsets of (1) the Legacy Maker, creating meaningful impact, (2) the Boundary Pusher, taking responsibility for leading improvement, (3) the Expert Reformer, challenging the status quo, and (4) the Innovator, using expertise to create ideas and opportunities for improvement. While the Legacy Maker has a long term orientation and big picture thinking, the Expert Reformer is a critical thinker, aware of their environment and focused on improvement. Alternatively, the Innovator is creative, curious, and holds many perspectives on a problem, while the Boundary Pusher is essentially a leader. The four archetypes have different personal objectives, with the Legacy Maker wanting to align their work with their personal values and life goals, the Boundary Pusher wanting to exercise leadership to push their organisation into new territory, the Expert Reformer wanting to use their knowledge to implement specific reforms as well as enable intrapreneurship in general, and the Innovator wanting to build a high-level of awareness of their environment in order to understand problems, develop solutions and create opportunities to implement those solutions.

When generating freedom and taking action, participants exhibited the mindsets of (1) the Pathfinder, exploring different ways to create freedom and take action, (2) the Networker, creating connections to create freedom and take action, and (3) the Expert Operator, knowing how things are done around here in order to create freedom and take action. While the Pathfinder is open minded, focused on effective outcomes, primarily using the formal systems and structures of the organisation and embracing a flexible approach through changing tactics to generate freedom, the Networker builds communities through gaining trust and respect of others, and alternatively, the Expert Operator has political savvy and is aware of organisational structures, processes, systems and culture to implement their initiative. The three archetypes have different personal objectives, for example, the Pathfinder wants to find a way to get it done, the Networker wants to give support, seek support and receive support as their means of developing a network and the Expert Operator wants to use their understanding of the public sector to take action to achieve their initiative.

When responding to challenges, participants exhibited the mindsets of (1) the Achiever, overcoming obstacles to prove it can be done and (2) the Student, evolving the attitude needed to get it done. While the Achiever has persistence, tenacity, high energy and flexibility, the Student has enlightenment and is oriented to self-improvement. The two archetypes have different personal objectives, for example, the Achiever wants to rise to the challenge using perseverance and adaptability whereas the Student wants to reflect on their experiences of risk, failure and personal effectiveness.

A summary of intrapreneurial archetypes is provided below in Table 5-1, detailing the strengths, weaknesses, core desires, fears, goals and personal objectives of each archetype.

Table 5-1: summary of intrapreneurial archetypes

	Strength	Weakness	Core Desire	Fear	Goal	Personal Objective
The Legacy Maker	<ul style="list-style-type: none"> - Big picture thinking - Long term orientation - Capacity for high impact - Commitment to change 	Potential to overlook aligning their initiatives with those of the organisation	To build a legacy	<ul style="list-style-type: none"> - To be forgotten - To live a wasted life 	To make a difference	Align their work with their personal values and life goals
The Boundary Pusher	<ul style="list-style-type: none"> - Leadership 	Potential lack of regard for formal governance frameworks and roles of authority	To achieve change through pushing the boundaries	<ul style="list-style-type: none"> -To be bored -To be restrained 	To undertake interesting and challenging work by creating own agenda	Exercise leadership to push their organisation into new territory
The Expert Reformer	<ul style="list-style-type: none"> - Critical thinking - Awareness of environment - High standards - Improvement orientation 	Potential for idealism and over optimism of the degree of reform possible	Challenge the status quo	To be ignorant to what needs to be reformed around them	To build knowledge regarding what needs to be improved	Use knowledge to implement specific reforms as well as enable intrapreneurship in general
The Innovator	<ul style="list-style-type: none"> - Creativity - Environmental awareness - Curiosity - Many perspectives on a problem 	Potential to create bad solutions, misunderstand the problems they are addressing or create solutions that aren't needed	To innovate	To never see their ideas realised	To use their expertise to create ideas and opportunities for government performance improvement	Build a high-level of awareness of their environment (to understand problems, develop solutions and create opportunities)
The Pathfinder	<ul style="list-style-type: none"> - Open mindedness - Focus on effective outcomes - Flexible in approach and changing tactics 	Potential lack of overall strategy of how to get this freedom	To do everything possible to find or build a pathway to freedom	To be confined, with the organisation withholding the needed freedom	To generate the freedom required to implement their idea	Find a way to get it done
The Networker	<ul style="list-style-type: none"> - Building communities - Gaining trust and respect of others - Being generous towards supporting others 	Potential to be manipulative and focused on personal gain	To generate the freedom to implement ideas through linking with others	<ul style="list-style-type: none"> - To be rejected - To be let down by others 	To develop a network of support	Give support, seek support and receive support as their means of developing a network
The Expert Operator	<ul style="list-style-type: none"> - Awareness of organisational structures, processes, systems and culture - Political savvy 	Potential over reliance on knowledge of public sector and focus on building more knowledge rather than taking action with their existing knowledge	To know what they need to do to implement their initiative	To misread the game, leaving them vulnerable to failure	To build knowledge on how to get stuff done within the public sector	Use their understanding of the public sector to take action to achieve their initiative
The Achiever	<ul style="list-style-type: none"> - Persistence and Tenacity - Energy - Flexibility 	Potential to be obsessive in their persistence for achievement and being ruthless in how they meet their goals	To win by achieving their goals	To lose	To overcome obstacles	Rise to the challenge using perseverance and adaptability
The Student	<ul style="list-style-type: none"> - Enlightenment - Self-improvement 	Potential to constantly focus on learning and reflecting and not concentrating on achieving their goals	To learn, to develop and to grow themselves	To stagnate	To grow / develop the attitude needed to overcome adversity	Reflect on their experiences of risk, failure and personal effectiveness

5.5.3 Choice and use of archetype

Through the study participant stories, modelled in the practise of acting intrapreneurially in the public sector detailed in Chapter Four, and typified in the fictitious narratives also provided in Chapter Four, participants lead with one dominant strategy archetype used in any one instance of acting intrapreneurially. In addition, they used one dominant behaviour archetype and one dominant orientation archetype. This does not disregard, as established in Figure 4-1 in Chapter Four, the breakdown of participant contribution to each theme, which demonstrated that most participants provided data which contributed to the development of most of the archetypes. Rather, it is argued that in any one instance, one archetype dominated.

Significantly, some participants provided stories demonstrating the use of different dominant archetypes in different instances of acting intrapreneurially. For example, in one story utilising the Legacy Maker as the dominant archetype while in another story, the same participant utilised the Boundary Pusher as the dominant archetype. On the other hand, other participants did not demonstrate this, either because only one story was provided in total or because only one dominant archetype was engaged regardless of how many instances of acting intrapreneurially was shared. Three considerations are proposed to explain this.

The first proposed consideration to explain this discovery is that the archetypes tended to be used within certain contexts to meet certain types of challenges. For example, the dominant Legacy Maker archetype was commonly used in very high impact initiatives, involving many stakeholders and high organisational risk. Alternatively, the dominant Expert Reformer archetype was commonly used with low organisational risk initiatives, with a small number of stakeholders and relatively low impact. In addition, the dominant Innovator archetype was commonly used when a technical, scientific or other specialist function or activity was the focus of the initiative. Finally, the dominant Boundary Pusher archetype was commonly used when it was expected that formal leaders would have chosen to pursue an initiative, but in actuality, they did not pursue the initiative, leaving a gap for the participant to exercise leadership.

Likewise, it can be argued that the use of the behavioural archetypes, namely the Pathfinder, the Networker, and the Expert Operator, is based on the individual's judgement that the chosen means would bring them greatest success in the context of a time, place, and situation. For example, the use of the Pathfinder is based on the judgment that engaging formal systems and processes within an organisation will most likely bring success in a set context. In addition, the use of the Networker is based on the judgment that engaging the informal, social processes within an organisation will most likely bring success in a set context. Also, the use of the Expert Operator is based on the judgment that the political and cultural systems and processes within an organisation will most likely bring success in a set context.

Conversely, when considering the orientation archetypes, namely the Achiever and the Student, the context most prominent in the participant stories is not organisation related. Rather it is related to the context of the individual, that is their level of intrapreneurial experience. While all participants demonstrated elements of the Achiever and the Student, the less experienced intrapreneurs in the study made greater use of the Student as the dominant archetype while the intrapreneurs in the study with greater experience made greater use of the Achiever as the dominant archetype. Consequently, the context of best use of the Student is when building intrapreneurial experience, and the context of best use of the Achiever is when a high degree of intrapreneurial experience has been achieved by the individual. In addition, considering the eight survival archetypes are not intrapreneurial, and do not feature in the practise of public intrapreneurship, there is no best context for their use.

This proposed consideration asserts that the actions of the public intrapreneur are dependent on their judgement of the context. This infers that the individual has the knowledge of other approaches that could be utilised, as well as the skill and ability to use other approaches, and is also equally comfortable with using other approaches. Accordingly, it follows that if the public intrapreneur's perception of a situation changes, the behaviour, and use of archetype by the public intrapreneur would correspondingly change.

The second proposed consideration to explain this discovery is that the participants may favour the use of one archetype in a grouping over another. For example, participants that dominantly used the Expert Reformer archetype tended not to engage in the other strategy archetypes. Similarly, most of the participants that dominantly used the Innovator archetype tended not to engage in the other strategy archetypes. In addition, the choice behind using a behavioural archetype could be related to the individual's skills, abilities or knowledge. Individuals with strong skills in formal organisational process would be more likely to utilise the Pathfinder, whereas individuals with strong skills in social organisational processes would be more likely to utilise the Networker, and individuals with strong skills in political organisational processes would be more likely to utilise the Expert Operator. It is also possible that preference played a role in the utilisation of the Achiever archetype in opposition to the Student archetype, with some individuals likely to have a greater disposition towards persistence and flexibility than towards reflection and personal growth, influencing their use of one archetype over another.

This proposed consideration asserts that an individual's use of archetype is a choice made by the individual based on their personal preference, skills, abilities or knowledge. Consequently, they can only transition into using other archetypes through building the skills, abilities or knowledge needed to execute those archetypes as well as the personal growth and development needed to be equally comfortable in using all of the archetypes. This consideration infers that the individual has an understanding of all the approaches available to them as well as the required knowledge to judge when a certain approach is best utilised within a certain a context.

The final proposed consideration to explain this discovery is that the participants may simply not be aware of other styles of thinking that they could engage with. This can be most evidenced through participant discussion around expanding their approach, as a result of reflection, discussion with others or attendance at training events. For example, one participant discussed utilising only an approach described in this study as the Pathfinder, until receiving advice from a colleague about developing work

relationships, opening that participant up to the mindset of the Networker, and finally, after attending a training seminar on organisational culture, the participant started to widen their mindset to the nature of thoughts and actions found in the Expert Operator.

This proposed consideration asserts that an individual's use of archetype is due to their lack of awareness of other possibilities. Consequently, in order to transition into using other archetypes, they require an event, experience or other intervention such as instruction or coaching to expose them to other approaches. This consideration infers that the individual would have the knowledge, skill, ability and comfort to utilise that mindset, or those factors would be built as a result of the intervention. In addition, this consideration infers that the individual would have the judgement to decide when a certain approach is best utilised within a certain a context, or again, that knowledge would be built as a result of the intervention.

5.5.4 Transitioning between archetypes

It is evident that there is no correct or perfect approach to the practise of intrapreneurship in the public sector. This is supported through the earlier characterisation in this chapter of public intrapreneurship as a set of three major activities that can be repeated many times and not as a formal process undertaken in any set sequence. This is also supported through the model of practising public intrapreneurship involving a wide variety of archetypes, although only utilising one dominant archetype from any activity grouping, in any one case.

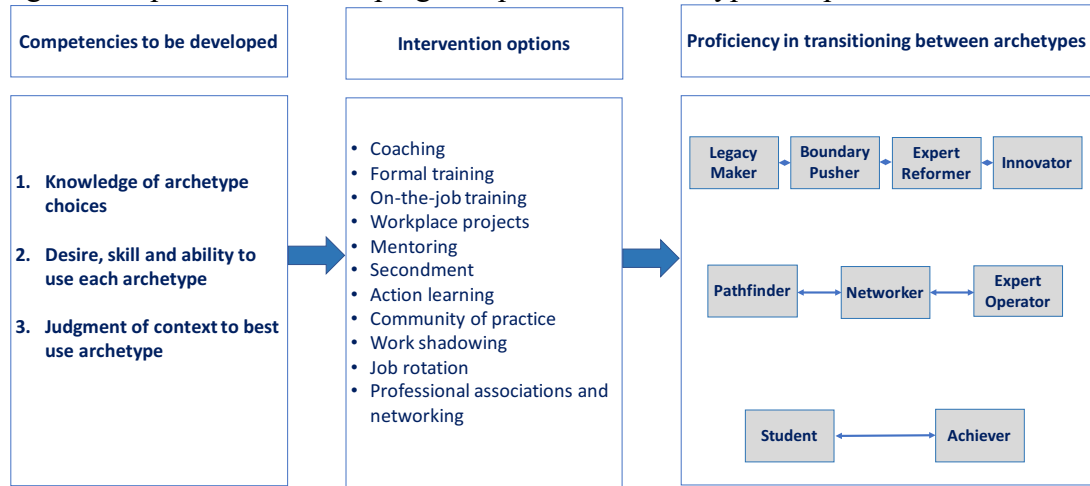
Rather, public intrapreneurship involves trial and error, trying different approaches, at different times and involving different people and resources. This can be seen through the decisions of the participants to put aside an initiative, sometimes for years, before bringing it back in a new context or a new approach. It can also be seen through those participants that demonstrated transitioning between engaging multiple dominant archetypes. Those participants appeared not only to be more successful, but also more comfortable, self-assured and less troubled by the challenges and barriers put in their way.

Looking at the participants in this study, the most apparent factor influencing the participants to transition between mindsets is level of experience, age and/or role seniority. Specifically, participants that were highly experienced in acting intrapreneurially, and therefore tended to be older, and additionally tended to hold more senior formal job roles, were the participants that utilised a greater range of archetypes. This finding supports the notion that the ability to transition between archetypes in a strategic manner is a learned behaviour.

The need to try different approaches and the greater success achieved by those who do this, emphasises the importance for intrapreneurs to transition between archetypes. In addition, the observation that the more experienced intrapreneurs were more likely to be able to transition between archetypes, demonstrates this is a learned behaviour, and that interventions can be put in place to accelerate this learning. Consequently, a process for the development of this intrapreneurial competence is required.

In the preceding section, it was proposed that archetypes are engaged by intrapreneurs based on either (1) context, (2) desire, skill and ability or (3) knowledge of the different approaches. When taking a closer look at these proposed considerations, and how intrapreneurs could transition between the archetypes, it becomes evident that each archetype requires a combination of skill, ability or knowledge to provide the understanding to engage with that archetype. It also becomes evident that some form of intervention, such as training, coaching or workplace experience has happened or needs to happen to enable the transition. Hence, these three explanations for the choice and use of archetypes by the intrapreneur are difficult, if not impossible, to justify as stand alone propositions. However, these three propositions working together provides a complete picture of the use and transition between the archetypes, enabling the greatest proficiency for an intrapreneur to transition between archetypes and achieve intrapreneurial success. Specifically, to transition between archetypes, the intrapreneur must possess (1) the knowledge of each archetype available for them to choose from and use, (2) the requisite desire, skill and ability to use each archetype equally, and (3) the judgement of context for best use of any particular archetype. This assertion is presented in Figure 5-2 below, the process of developing archetype competence.

Figure 5-2: process of developing intrapreneurial archetype competence



5.5.5 Summary and contribution

This study extends the current literature on intrapreneurship through the presentation of archetypes which have been compared and summarised. The use and choice of the archetype by the individual has been explored along with the ability to transition between archetypes. This study establishes that a public intrapreneur can achieve greater success when they are able to transition between archetypes. Competence can be built as a result of interventions to accelerate learning regarding the knowledge of each archetype available for them to choose from and use, the desire, skill and ability to use each archetype equally, and the judgement of context for best use of any particular archetype. This is demonstrated through the presented process of developing intrapreneurial archetype competence. The presentation of this process provides an important and unique scholarly contribution to both the intrapreneurship and public intrapreneurship literature, for further exploration and refinement in future studies. The identification of this process directly supports the success of practitioners and provides not only a typology of intrapreneurial mindsets, but support for the use of interventions to develop intrapreneurial proficiency of those archetypal mindsets.

5.6 Public intrapreneurship: Consequences

5.6.1 Overview

The consequences of acting intrapreneurially, to the individual and the organisation, represents an important element of the intrapreneur's experience. Within the existing knowledge of the intrapreneur's experience, three key themes were established in Chapter Two, namely, (1) intrapreneurial risk taking and the personal consequences, costs and benefits of acting intrapreneurially, (2) overcoming obstacles and responding to challenges, and (3) resilience. In this study, participants discussed the consequences of their actions, captured through references to outcomes such as the achievements made benefiting the organisation or community as a result of their initiatives. They also discussed the costs they experienced as a result of their initiatives such as personal criticism and penalties. Finally, they discussed the characteristics, qualities and personal resources they used as a consequence of responding the challenges, such as persistence, tenacity and learning orientation.

5.6.2 Seeking impact and innovation leads to benefits

In this current study, the intent of the participants was to exert high impact on public sector activities and to seek benefits for the community as well as their organisations, as seen most dominantly in the mindsets of the Legacy Maker and the Expert Reformer. These participants believed that they have been successful in achieving their intentions. The benefits for the public sector, as discussed by study participants, and similar to those found in existing studies (Kearney et al., 2008 Kim, 2011; Meier & O'Toole, 2009; Morris & Jones, 1999; Zampetakis & Moustakis, 2010), are the new or improved products, services or processes that were created by the intrapreneurs through addressing not just current problems but anticipating future needs.

The benefits to the public sector resulting from intrapreneurial actions are only one part of the discussion on benefits, which also involves the role of personal benefits. The study participants were more motivated and passionate regarding the achievement of external benefits for their community and organisations in their endeavours, than in seeking tangible personal benefits. However, little recognition and reward was

received by the study participants and when it was received, it originated from outside the intrapreneur's employing organisation. This extends the findings of earlier studies (Anu, 2007; de Jong & Wennekers, 2008; Maes, 2004; Peirce & Kruger, 1993; Vandyne et al., 1995) that have found that intrapreneurs are generally not formally recognised, rewarded or compensated by their organisations for their intrapreneurial actions.

However, study participants did benefit from their strategic intrapreneurial actions. Firstly, the participants in this study could be understood as seeking and receiving intrinsic benefits (Benz, 2009). These manifest as influence over the strategic direction of the organisation, control over their own work agenda, autonomy, pursuit of personal ideas, use of knowledge, skills and abilities as well as problem solving (Miron & Hudson, 2014; Pinchot & Pellman, 1999). These benefits can be seen most predominantly in the mindsets of the Boundary Pusher and the Innovator. Secondly, the participants in this study sought motivating, interesting, challenging and satisfying work, tied to their desire to make a difference and contribute to their community and organisation (Dovey & McCabe, 2014; Morris, 2007; Pinchot, 1985). These benefits can be seen most predominantly in the mindsets of the Boundary Pusher and the Legacy Maker. Finally, along with work engagement and satisfaction, study participants changed, learnt and developed (Bruyat & Julien, 2001; Boon et al., 2013; Gawke et al., 2017b; Wunderer, 2001). For example, through the growth of personal resources such as self-efficacy and optimism as well as increased wellbeing (Gawke et al., 2017a). These benefits can be seen in all the strategy archetypes. These personal benefits can be summarised as the benefit of autonomy and control, the benefit of satisfying and meaningful work and the benefit of personal growth and wellbeing. This finding extends the literature on the organisational and personal benefits of employees acting intrapreneurially.

5.6.3 Generating freedom and taking action leads to risk taking

In this current study, the intrapreneurial behaviour exhibited by the study participants involved taking actions to push their projects forward, requiring a great deal of personal risks to be taken in their attempt to achieve their desired goals. These

intrapreneurial behaviours can be viewed as risk taking as they involved committing resources where there was uncertainty about the return on that investment, with the possibility of potential loss of those resources (de Jong et al., 2013; Dovey & McCabe, 2014; Monsen et al., 2010). In addition, these intrapreneurial behaviours can be viewed as risk taking as they involved challenging the status quo, through voicing their opposition to the current practices and priorities by presenting others with opportunities for improvement, asking provocative questions and asserting their opinions (Boon et al., 2013; de Jong et al., 2011; Kim, 2011; Parker & Collins, 2010).

Study participants risked negative consequences as a result of their behaviours. For example, through generating freedom and taking action through seeking connections exemplified by the Networker, study participants risked endangering their personal reputations and social status, poor working relationship with colleagues and provoking disharmony in the workplace. Through generating freedom and taking action through political and cultural systems and processes, exemplified by the Expert Operator, study participants risked the possibility of significant failure when taking bold action, punishment for mistakes and criticism of self-interest. Through generating freedom and taking action through more formal organisational systems and processes, exemplified by the Pathfinder, study participants risked wasted investment of personal time and effort, reprimanding as a result of their unauthorised organising process and acquisition of resources, internal conflict from rule breaking, damage to their career and vulnerability to job loss (Boon et al., 2013; Borins, 2002; Bosma et al., 2010; de Jong et al., 2013; Janssen, 2003; Puech & Durand, 2017; Ramamurti, 1986; Rigtering & Weitzel, 2013). This finding extends the literature on personal risk taking by intrapreneurs and the personal costs experienced by intrapreneurs as a result of their behaviours.

Furthermore, considering that it has been established that public intrapreneurs can both gain intrinsic benefits, as well as suffer from negative consequences, as a result of their intrapreneurial actions, a particular type of challenge is created requiring the public intrapreneur's response. That is the challenge of responding to situations in which the personal costs outweigh the personal benefits. However, this challenge cannot be

objectively assessed. The perception of this challenge is dependent on the personal judgement of the public intrapreneur, specifically, the public intrapreneur's assessment of whether the value they place on the particular personal costs they are suffering while acting intrapreneurially outweighs the value they place on the particular personal benefits they are gaining.

The individual's level of intrapreneurial orientation influences their perception of the value of the costs and benefits of acting intrapreneurially. This assertion is supported in two ways. Firstly, by the existing literature established in Chapter Two on intrapreneurial dispositions. These dispositions demonstrate what benefits the intrapreneur values as well as what negative consequences they are willing to tolerate.

Intrapreneurially oriented individuals highly value the benefits of having room to manoeuvre and freedom (Aaltio et al., 2007), autonomy (Aaltio et al., 2007; Wiethe-Körprich et al., 2017), control of one's own activities rather than being strictly supervised (Boon et al., 2013), exploring unknown resources and pathways (Aaltio et al., 2007) acquiring new skills (Honig, 2001; Zampetakis & Moustakis, 2007) and learning interesting and meaningful things (Dovey & McCabe, 2014). On the other hand, intrapreneurially oriented individuals are prepared to expose themselves to personal costs, consequences and vulnerabilities through their willingness to engage in risky endeavours (Boon et al., 2013), accept uncertainty (Aaltio et al., 2007) and risk failure (Ulijn, Menzel, Karatas Ozkan, & Nicolopoulou, 2007).

Secondly, this assertion is supported by the archetypes presented in this study. Specifically, this can be seen clearly when comparing a survival archetype against an archetype with intrapreneurial orientation. The survival archetype of the Sell-Out sees the cost of possibly losing their job as a result of their intrapreneurial action as too high in exchange for the benefits received, hence they do not respond to this challenge in an intrapreneurially oriented way. Their shadow survival archetype of the Self-Convicted, accepts outright the cost of possibly losing their job. The Self-Convicted is willing to do anything required to uphold their integrity and their conviction that their actions are right, regardless that this may significantly increase the likelihood of job

loss, or other reprimand which would ultimately lead to failure of their initiative. This mindset may signify greater intrapreneurial orientation than the Sell-Out as they are willing to take risks. However, their risk taking is reckless and defiant, with a focus on winning rather than a focus on gaining the personal benefits of an archetype with intrapreneurial orientation, hence they also do not respond to this challenge in an intrapreneurially oriented way.

On the other hand, the intrapreneurially oriented archetype of the Achiever chooses to manage that risk through taking flexible actions to reduce the likelihood of losing their job occurring or other negative consequence. While they are willing to take risks, the Achiever does not want to fail and they take support from the mechanisms put in place by either the Expert Operator, the Networker or the Pathfinder, that is the political, social/interpersonal and formal structural support mechanisms that can reduce their vulnerability to failure and other personal negative consequences. This enables them to continually balance their perception of personal costs to personal benefits. They are willing to do whatever is required to achieve the goal, which includes retreating when the mitigated risks are too high but also persevering by trying again later under different circumstances.

In summary, the level of intrapreneurial orientation of the individual plays a role in their perceived positive and negative consequences of acting intrapreneurially. For example, high intrapreneurial orientation can be exhibited in public intrapreneurs through their balancing of the value they place on personal benefits against the value they place on personal costs and impacts and taking action accordingly. This provides a new perspective on intrapreneurial risk taking and establishes a relationship between intrapreneurial orientation, the challenge of risk taking and the personal costs of acting intrapreneurially.

5.6.4 Responding to challenges leads to engaging resilience

As established in Chapter Two, when responding to challenges and overcoming obstacles, the dominant personal characteristic engaged, in both the entrepreneurship literature (Lee & Wang, 2017) as well as the workplace adversity literature (Avey et

al., 2010; Bardoel et al., 2014; Luthans & Youssef, 2007; Luthans et al., 2007; McDonald, 2014; Youssef & Luthans, 2007), is resilience. Significantly, in this current study, when responding to challenges and overcoming obstacles, the participants demonstrated qualities associated with both entrepreneurial and employee resilience.

For example, exemplified by the Achiever, with the mindset of proving it can be done, the participants demonstrated perseverance, toughness, optimism, motivation, flexibility, commitment to action, self-efficacy, need for achievement, energy and the ability to bounce back, which are all dispositions identified in the entrepreneurial resilience and workplace resilience literature (Bernard & Barbosa, 2016; De Vries & Shields, 2006; Fisher et al., 2016; Manzano-Garcia & Ayala Calvo, 2014; Sun et al., 2011;). In addition, exemplified by the Student, with the mindset of evolving the attitude needed to get their initiatives done, the participant demonstrated learning from failure, managing stress, comfort with uncertain situations and reframing, which are all dispositions identified in the entrepreneurial resilience and workplace resilience literature (Corner et al., 2017; De Vries & Shields, 2006; Holland & Shepherd, 2013; Manzano-Garcia & Ayala Calvo, 2014; Tengeh, 2016; Tugade & Fredrickson, 2004).

Conversely, the survival mindsets represented through dependency, victimisation, compromising, and negativity, do not demonstrate the qualities of resilience. Moreover, when applying Fredrickson's (2001) broaden and build theory of resilience, that positive emotions widen the coping strategies available to the individual and consequently enhance their resilience against adversity, it can be argued that the positive emotions that characterise the Achiever and the Student mindsets can be seen as building resilience, while the negative emotions that characterise the survival mindsets deplete resilience. Alternatively, when applying Hobfoll's (1989), conservation of resources theory, that individuals aim to obtain and retain resources to help them to prepare for and cope with stress when it occurs, and certain strategies can minimise resource loss to prepare for times of adversity, it can be argued that all of the survival and orientation mindsets deplete, to some extent, the personal resources that help the intrapreneur cope with stress. However, the intrapreneurial orientation

mindsets of the Achiever and the Student, also assist in preparing the intrapreneur for stressful situations, consequently creating a higher reserve of resources to pull from.

These findings on personal resilience within intrapreneurship demonstrate the importance of resilience to the intrapreneur's experience. Moreover, the presence of intrapreneurial resilience, which to the knowledge of this researcher has not previously been studied with the exemption of Davis (1999), and even in that instance resilience was a minor focus of the overall study, signifies a significant novel contribution to the literature on overcoming obstacles in the field of intrapreneurship. Considering the growing importance of both the entrepreneurial resilience literature (Bernard & Barbosa, 2016; Fisher et al., 2016; Hayward et al., 2010; Lee & Wang, 2017; Manzano-Garcia & Ayala Calvo, 2014; Markman & Baron, 2003; Sun et al., 2011), and workplace resilience literature (Avey et al., 2010; Bardoel et al., 2014; Linnenluecke, 2017; Luthans & Youssef, 2007; Luthans & Avolio, 2007; McDonald, 2014), on responding to adversity, this gives weight to the argument that intrapreneurial resilience may be the most critical disposition within the practise of public intrapreneurship. This study establishes a relationship between acting intrapreneurially, intrapreneurial orientation and intrapreneurial resilience, providing the basis for further discovery.

5.6.5 Summary and contribution

The consequences of acting intrapreneurially, both to the organisation and the intrapreneur, provides the final element of conceptualising public intrapreneurship, completing the model by recognising each part of the intrapreneur's experience, as gathered in the study findings. These consequences extend the literature on the organisational and personal benefits of employees acting intrapreneurially along with the literature on personal risk taking by intrapreneurs. This provides a new perspective on intrapreneurial risk taking, establishing a relationship between intrapreneurial orientation, the challenge of risk taking and the personal costs of acting intrapreneurially. Most significantly, however, this study uniquely contributes the concept of intrapreneurial resilience, proposed as a central component of the intrapreneur's experience of acting intrapreneurially, and in particular, a consequence

of responding to challenges. A relationship is established between acting intrapreneurially, intrapreneurial orientation and intrapreneurial resilience that requires further exploration both within intrapreneurship generally and public intrapreneurship more specifically.

5.7 Chapter summary

The purpose of the present study was to attain an in-depth understanding of intrapreneurship, as experienced by intrapreneurs in the public sector. It further sought to identify the practice of public intrapreneurship as well as develop an understanding of intrapreneurial risk taking and the personal consequences, costs and benefits of acting intrapreneurially in the public sector. This included developing an appreciation for how public intrapreneurs overcome obstacles and respond to challenges.

A conceptual framework for public intrapreneurship has been proposed in this chapter, incorporating all elements of the public intrapreneur's experience, interpreted within the context of previous intrapreneurship research with a particular focus on intrapreneurial behaviour, orientation and strategy. Each element of the conceptual framework has been discussed including the activities, archetypes and consequences involved in acting intrapreneurially. Within this framework a number of significant new scholarly contributions have been shown, both in extending existing literature as well as revealing novel concepts and relationships, providing the foundations for the exploration of new areas of scholarly interest within both intrapreneurship and public intrapreneurship. These scholarly contributions are the focus of the next chapter, with the presentation of conclusions and recommendations to both academia and practice.

6 RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

This final chapter summarises the study objectives and then provides key contributions to the field of intrapreneurship and recommendations for future research. This is followed by the presentation of key contributions for practitioners as well as recommendations for practitioners, educators, policy makers and public sector leaders. Concluding remarks are then presented.

6.2 Review of study objectives

This study was prompted by the increasing quantity and complexity of public sector challenges and the desire to find a way to address those challenges. Chapter One established that public entrepreneurship had been investigated over past decades as a major tool to support public management reform and address public sector challenges but has failed to make a significant impact in practice and research has stalled in recent times. For this reason, Chapter One proposed intrapreneurship as a new pathway to achieve the benefits of public entrepreneurship. Chapter Two established that intrapreneurship, in the private sector context, is undergoing a scholarly revival with a renewed interest in the benefits and characteristics of employee level intrapreneurial behaviour in organisations with research demonstrating that intrapreneurship in the private sector context does contribute to increased organisational performance. However, Chapter Two also established that research into intrapreneurship in the public sector context is rare, with little known about public intrapreneurs, their intrapreneurial activities or the consequences of their actions.

This study sought to explore and attain a deep understanding of public intrapreneurship by providing a representative group of public intrapreneurs with an opportunity to share their experiences of practicing intrapreneurship in the public sector. Information was gathered through in-depth semi structured interviews with twelve public intrapreneurs. With so little research to date in this field, interpretative phenomenological analysis was chosen as the research methodology due to its

emphasis on co-creation with research participants, without predefined boundaries to the data collected, and its capacity to generate thick, rich descriptions. These features allowed both a comprehensive individual account to be developed while also assisting in building a shared understanding of the experience of acting intrapreneurially in the public sector.

A number of key conclusions, contributions and recommendations have been provided. These are divided between key contributions and recommendations related to scholarly intrapreneurship research and key contributions and recommendations related to practitioners.

6.3 Key contributions and recommendations for intrapreneurship research

6.3.1 Key contributions

Firstly, this study makes a significant contribution to the nascent field of public intrapreneurship by exploring the phenomenon of acting intrapreneurially in the public sector. This phenomenon has not been explored in-depth previously. The large sample size of this empirical study provides generous and comprehensive data that assists in building a knowledge base in this rarely examined research field.

Secondly, this study provides a much needed definition of public intrapreneurship, addressing the gap in defining the phenomenon of intrapreneurship in the public sector. Defining public intrapreneurship distinguishes the concepts of corporate entrepreneurship, public entrepreneurship, corporate intrapreneurship and public intrapreneurship enabling the literature to be mapped and the emerging field of public intrapreneurship to be located within the broader discipline of entrepreneurship. Specifically, this contributes to building this research field through demonstrating public intrapreneurship as a distinct individual level phenomenon positioned within the fields of both intrapreneurship and public entrepreneurship.

Thirdly, this study establishes a theoretical framework for intrapreneurship by taking into consideration the existing literature from the fields of entrepreneurship, corporate

entrepreneurship, public entrepreneurship and corporate intrapreneurship. Four major contributions to the field have been identified, further developed and then assembled from the small number of key constructs and concepts that have been proposed in the intrapreneurship research in recent times. This theoretical framework, consisting of (1) intrapreneurial behaviour, (2) intrapreneurial orientation, (3) intrapreneurial strategy, and (4) intrapreneurial process and activities, significantly contributes to addressing the lack of theoretical and conceptual development of this field by demarcating the different streams in intrapreneurship research. The theoretical framework is successfully applied to the study findings, reinforcing the legitimacy of the framework as a mechanism to understand the practise of public intrapreneurship. This assists in shaping and defining the field of intrapreneurship and contributes to furthering the knowledge base.

Fourthly, this study responds to the call for research on the mindset of the intrapreneur. Nine distinct intrapreneurial mindsets were developed using archetypes to describe the perspectives of each mindset through dominant characteristics, strengths, weaknesses, goals, desires and context for use. Furthermore, eight additional mindsets were developed demonstrating survival dispositions of the study participant intrapreneurs. These additional survival archetypes assist in demonstrating the distinction between the intrapreneurial and non-intrapreneurial mindsets held by intrapreneurs. The findings of this study contribute to a finer grained understanding of day to day intrapreneurial thinking as well as providing insights into intrapreneurial intent through the strategic action of public intrapreneurs.

Fifthly, this study provides the first model developed to represent the practice of acting intrapreneurially in the public sector. Each intrapreneurial archetype has been categorised through their dominance of either intrapreneurial strategy, intrapreneurial behaviour or intrapreneurial orientation. The practise of acting intrapreneurially in the public sector involves an intrapreneur engaging in a combination of archetypes. Specifically, the public intrapreneur will lead with one dominant strategy archetype, then use one dominant behavioural archetype and be supported by one dominant orientation archetype. This combination of archetypes represents the many

manifestations of the practice of acting intrapreneurially in the public sector. The findings of this study contribute to building actionable knowledge of this real world practise. This is through firstly, the recognition of intrapreneurship taking place within the public sector context, secondly, assisting in bringing scholarly research closer to understanding current practises and lastly, proving significant insights into how the behaviour, strategic intent and disposition of public intrapreneurs interact to form the practise of acting intrapreneurially.

Sixthly, this study establishes that greater success can be achieved by an intrapreneur when they have developed the proficiency to transition between archetypes. This is demonstrated through the presentation of the process of developing intrapreneurial archetype competence. Competency can be built as a result of interventions, such as coaching, training and workplace experience, in order to accelerate the intrapreneur's learning of the competencies needed to be developed, namely, (1) the knowledge of each archetype available for them to choose from and use, (2) the desire, skill and ability to use each archetype equally, and (3) the judgement of context for best use of any particular archetype. This process for developing intrapreneurial proficiency provides an important and unique scholarly contribution.

Penultimately, this study provides the first conceptual framework for public intrapreneurship. The study findings revealed that public intrapreneurship is not a linear process, rather, it consists of three major activities, (1) seeking impact and innovation through intrapreneurial strategy, (2) generating freedom and taking action through intrapreneurial behaviour, and (3) responding to challenges through intrapreneurial orientation, that are not undertaken in any set sequence and the activities can be repeated many times. Within these activities, the criticality of generating freedom to the practise of intrapreneurship in the public sector is established along with the dominance of the need to respond to challenges when acting intrapreneurially in the public sector. Neither of these activities have held significance within the existing intrapreneurship literature previously. This conceptual framework contributes to the establishment of public intrapreneurship as a distinct public sector workplace phenomenon carried out by public intrapreneurs, demonstrating the

relationship between each activity, intrapreneurial mindset and particular consequence of acting intrapreneurially as well as the relationship between intrapreneurial intent, action and disposition. Consequently, this study provides a useful conceptual framework as the first stage of building the foundations for public intrapreneurship as a phenomenon, for further refinement and development.

Finally, this study provides new insights into the consequences for the intrapreneur of acting intrapreneurially. Specifically, providing insights into the benefits to the intrapreneur of their strategic actions, the personal risks and costs to the intrapreneur from their intrapreneurial behaviour and the need for the intrapreneur to engage resilience as their key attitude and disposition to achieve success, including the need to conserve and build their personal resilience. These study findings illuminate the perspective and experience of public intrapreneurs not previously analysed. It extends the understanding of intrapreneurship from the common viewpoint of a phenomenon of activities and behaviours, into a phenomenon with personal consequences. Most significantly, this study uniquely contributes the concept of intrapreneurial resilience, proposed as a central component of the intrapreneur's experience of acting intrapreneurially and specifically, a consequence of responding to challenges. Moreover, this provides a new perspective on intrapreneurial risk taking, establishing a relationship between intrapreneurial orientation, the challenge of risk taking and the personal costs of acting intrapreneurially.

To summarise, the main contributions of the present study to the intrapreneurship literature are in defining public intrapreneurship, modelling the practise of public intrapreneurship, the presentation of intrapreneurial archetypes and process of developing intrapreneurial archetype competence, and finally, providing a conceptual framework for intrapreneurship in the public sector demonstrating a relationship between activity, archetype and consequence. However, more research on public intrapreneurship will help scholars to better understand, describe and support public intrapreneurs and specific recommendations for future research is provided below.

6.3.2 Recommendations for future research

Although this study provides a significant step forward in understanding public intrapreneurship, there is significant value in conducting further research with the findings of this study providing the basis for a number of possible future research projects.

This study focused on the experience of public intrapreneurs, leading to a deep understanding of the mindsets of these intrapreneurs. This study could be extended through research into the public intrapreneurs themselves. For example, the findings of this study touched upon some of the characteristics, attitudes, traits and dispositions of the intrapreneur through intrapreneurial orientation. However, there remains much to be understood about the public intrapreneur with no research published primarily focusing on factors relating to the public intrapreneur, to the knowledge of this researcher. There is a lack of attention towards intrapreneurial dispositions within the context of public intrapreneurship, leaving only general observations and application of some private sector knowledge to the public sector context. In addition, although individual factors have been identified as an antecedent to intrapreneurial behaviour, research is not available on the education, role, gender, past work experience and other factors related to public intrapreneurs. This would assist in building a fuller picture of the public intrapreneur within public intrapreneurship, to enable public intrapreneurs to be identified, supported and encouraged.

In addition, this study created intrapreneurial archetypes to represent the mindsets engaged by public intrapreneurs in the practise of intrapreneurship, including identifying three competencies required to develop proficient use of each archetype. Further research through wider data collection and analysis is needed to build upon, further refine and give validity to the archetypes proposed in this study. In addition, further research on intrapreneurial archetype competencies will provide greater support for the proposed context for the use of archetypes and specificity of skill development required to become proficient at engaging each archetype.

Considering the suggested need for resilience as a resource to support the public intrapreneur while responding to challenges, this illuminates an area of critical research on intrapreneurial resilience. Although it has been noted as a required intrapreneurial competency (Wiethe-Körprich et al., 2017), to the knowledge of this researcher, no direct empirical research has been undertaken on intrapreneurial resilience in any context, public or private, since the study by Davis (1999) undertaken nearly two decades ago, and in that instance, resilience was only a minor focus of the study. This current study demonstrates that the context of the public sector could provide an ideal background to such research, with the extensive difficulties faced by public intrapreneurs relating to organisational structure, culture and processes, and need to overcome resistance. A greater understanding of how resilience is used, when it is used, the protective factors that assist in the building of resilience and risk factors that may deplete resilience. This can help greater achievement of intrapreneurial initiatives and lessen the risk of wasting time, effort and other negative consequences from failure.

While this study provides some foundations to the premise that public intrapreneurship is another pathway to the benefits of public entrepreneurship, and that organisational as well as personal benefits flow from intrapreneurial strategy, demonstrated through the self report of study participants, there are clear limitations to those suggestions in this study without measurement tools or objective substantiation to those claims. For this reason, it would be useful to examine how those benefits can be measured and indeed, to determine whether the same anticipated benefits of public entrepreneurship can be achieved through public intrapreneurship. Moreover, there would be benefit in reviewing and measuring the relationship between public intrapreneurship and performance, and how the human capital of intrapreneurial capabilities contribute to organisational and public sector performance. In addition, this current study touches upon public intrapreneurship as a mechanism for public sector reform, however more research is needed focusing directly on how public intrapreneurship contributes to reform. These types of future research projects could assist in substantiating the claims of the benefits and contributions of public intrapreneurship to policy makers and public sector leaders.

6.4 Key contributions and recommendations for intrapreneurship practice

6.4.1 Contributions to practice

The study findings provide a variety of insights into public intrapreneurship that are of high relevance to practitioners. Firstly, this study makes a significant contribution to practice through the exploration of the previously undefined practice of public intrapreneurship. Putting a name to this phenomenon, and then describing the practise, activities, behaviours, attitudes, risks, costs and benefits, can assist in legitimising this behaviour and providing the language for both employees and public sector leaders to discuss public intrapreneurship and put in place strategies to better enable public intrapreneurship. There are also implications for educators, where the identification of this phenomenon can contribute to a distinct field of educational practise, with its own scope and capability development requirements.

Secondly, this study makes a significant contribution to practice through providing a mechanism for increasing success of intrapreneurial endeavours. Creating intrapreneurial archetypes enables practitioners to see the full practise of acting intrapreneurially in the public sector and the variety of mindsets and behaviours which contribute to this practise. This also enables the connection to be established concerning the intrapreneur's competency in transitioning between archetypes and achieving intrapreneurial success. This study has established that this competency can be learned, through interventions such as coaching, training and workplace experience. Consequently, the practitioner is now able to accelerate their intrapreneurial proficiency and take action to increase their likelihood of success through following the proposed process for developing archetype competence.

Thirdly, through the study findings articulating the experiences of public intrapreneurs and providing a conceptual framework for understanding those experiences, it highlights the struggle, personal risks and consequences that public intrapreneurs undergo to achieve success. This may assist practitioners to recognise their own behaviours and experiences through others and provide some validation of their

experiences. In addition, this study may assist in setting the expectation to public intrapreneurs that practising intrapreneurship is not without major obstacles and challenges, preparing the intrapreneur for any adversity that they may experience, and providing them with the opportunity to seek the training and development they may require to meet these challenges. In turn, there are implications for educators in providing appropriate training suited to these needs. More specifically, through this study, public intrapreneurs are provided with information on how they can overcome these challenges through the mindsets of the Achiever and the Student and engaging with resilience. This may motivate practitioners to approach public intrapreneurship from a personal growth and development perspective, which could contribute to protecting them from some of the potential negative consequences of acting intrapreneurially in the public sector.

Fourthly, through the study findings recognising that intrapreneurial behaviour can occur at any level of an organisation, or any type of role, this may assist practitioners of all types and levels to recognise that there is a shared experience of intrapreneurship in the public sector. This recognition may lead to greater support, championing and coalition building across the roles and classification levels of individuals behaving intrapreneurially. In general, identifying and legitimising the behaviour may build more peer support for intrapreneurial behaviours. More specifically, there may be an opportunity for higher classified intrapreneurs to support intrapreneurs at a lower classification level, leading to normalising the behaviour through culture change and increasing the occurrence of transitioning between archetypes as needed.

Fifthly, through the study findings highlighting successful intrapreneurial actions and tactics, public intrapreneurs may be able to build their competency and repertoire of tactics to help themselves to achieve their goals. In turn, there are implications for educators to step in and guide such intrapreneurial learning through specialised experiential techniques. By highlighting the variety of tactics and the need to try many different approaches dependent on context, environment and the individual, practitioners are encouraged to be flexible and adaptable, an important intrapreneurial competence in itself. Furthermore, this study highlights the power of connections and

peer support in providing freedom to act, providing a means for those practitioners that feel they are stuck without top management support, with an alternative means to gaining freedom to take action.

Finally, through the study findings highlighting the tension involved in public intrapreneurial behaviour, where concern surrounding public sector values, behaviours and ethics emerged within archetypes such as the Boundary Pusher, the Self-Convicted and other survival archetypes, policy makers and public sector leaders may be provoked to consider their actions in choosing to support, ignore or hinder public intrapreneurial behaviour. This study shines a light on both the successes that public intrapreneurs have brought to their organisations and the public as well as the ways in which public intrapreneurs have suffered as a result of the actions of policy makers and public sector leaders. This study may provide the foundations for increased accountability and transparency of intrapreneurial behaviour across the board, both the actions of intrapreneurial employees, and the reactions of public sector leaders and policy makers, to build a mutual understanding of intrapreneurial action as a legitimate response to public sector challenges.

To summarise, the main contribution of the present study on intrapreneurship practise is in assisting to legitimise the performance of public intrapreneurship through identification of the phenomenon, as well as making transparent and accountable the organisational reaction to this practise, with this validation and recognition of the experience of public intrapreneurs having the potential to lead to greater peer and management support. An additional contribution is the development of intrapreneurial archetypes and establishing the need for practitioners to be able to transition between archetypes to best enable intrapreneurial success, with the provision of a competency development process to support practitioners in this endeavour. Also, there are significant implications for educators in recognising a new field requiring competency building and personal development. However, specific actions would enable a greater impact from the study findings to practise, therefore specific recommendations for practise are provided below.

6.4.2 Recommendations for practice

The recommendations for practice include recommendations that will assist the public intrapreneur to help themselves, as well as recommendations that will assist in decreasing the environmental resistance to intrapreneurship. As this study was not focused on 'top-down' corporate entrepreneurial strategy, recommendations to initiate such strategies have not been provided. The focus of the recommendations for practitioners, educators, policy makers and public sector leaders relate to the challenges around 'bottom-up' intrapreneurship and implications from the study findings.

This study highlighted a number of key competencies that intrapreneurs need to assist them in achieving success. Firstly, taking action to develop the competencies required to transition between intrapreneurial archetypes, enabling greater chance of intrapreneurial success. In addition, building competencies around risk taking will assist the intrapreneur to understand the impact and consequences of their actions as well as develop mitigation techniques to best position themselves for success. This includes judgement around the environmental context, timing, personal strengths and weaknesses and status of resources. Also, building competencies around resilience will assist the intrapreneur to be aware of how their personal resources can help them to persist in the face of challenges, drawing on characteristics such as tenacity, courage and self-efficacy. This could also include personal effectiveness, integrity and a close understanding of public sector code of ethics. In the Australian context, professional bodies such as the Institute of Public Administration Australia would be well placed to run training and development workshops specifically targeted at public sector intrapreneurial competency building. Considering that many of these training themes are not new to staff development, rather the context and application is new, there could be an opportunity to leverage, adapt and target existing training and development in new ways.

This study emphasised that public intrapreneurs build connections and networks as an effective technique to gather support and legitimacy, both for specific initiatives but also as a general mechanism for long term reputation building. There could be

significant benefit from building an informal across-government network of intrapreneurs. This would enable support, information sharing, access to necessary resources and moreover access to the wider connections of fellow intrapreneurs. It would be advantageous for such a group to be run independently and voluntarily by public intrapreneurs but have tacit formal authority by central agencies or membership by some senior public sector leaders which would provide some degree of legitimation for the group, yet still retain its autonomy. Public intrapreneurs could choose to provide online profiles, or attend networking opportunities, share their experiences through informal gatherings or make themselves available to support others in a variety of ways. Such a group could also offer techniques such as peer coaching and mentoring. This recommendation could assist in fostering an intrapreneurial culture in the public sector.

The study findings also demonstrated that public intrapreneurs faced environmental resistance to their intrapreneurial activities. Ideally, to improve success and the overall experience of the public intrapreneur, the goal would be to shift from environmental resistance to environmental support for intrapreneurial actions. There would be a variety of more formal mechanisms and interventions that could be endorsed by central agencies to signify support for public intrapreneurship. For example, executive performance agreements could incorporate clear direction for executives to support public intrapreneurial behaviour. Alternatively, training and development could be aimed at public sector leaders and policy makers to assist them in recognising their role in enabling innovation, and actions they could take to support public intrapreneurship. Also, support for intrapreneurial action could be linked to existing well accepted management and leadership principles such as talent management and employee performance management.

In addition, another recommendation to assist in shifting from environmental resistance to environmental support for intrapreneurial behaviour is the provision of a mechanism that allows transparency of intrapreneurial action. In instances where public intrapreneurs have been unable to pursue their ideas, a mechanism could be available for them to lodge those initiatives outside their own organisational

environment for external scrutiny, bringing in some objectivity of the value of proposed innovations, useful to both the public intrapreneur and their organisational management structure.

Finally, a recommendation likely to be of greatest impact, but most difficult to conduct, could be a trial of support for public intrapreneurship through sequestering an existing business unit prepared to undergo intrapreneurial training and competency development and piloting intrapreneurial practices. Such a unit would need to be led by a supportive executive, with employees willing to commit to sharing their learnings with the rest of government. For maximum learning, it would be useful for the unit to be involved in both business-as-usual activities, as well as project activities, applying an intrapreneurial approach to both types of work activities, as reflected by the range of types of work activities that the intrapreneurs in this study approached intrapreneurially. The results of such a trial would both legitimise the practise of intrapreneurship, gather information regarding constraints and assess real world tactics to address those constraints, leading to significant learnings and contributing to culture change.

All of these recommendations for practise can be encompassed within a central recommended change for the creation of a South Australian public sector innovation policy to promote innovation within the sector. Within this policy, intrapreneurship should be positioned as a key means to achieving innovative outcomes for the sector by increasing intrapreneurial behaviour in public servants. Each of the recommendations for practice presented above provide the specific tools and approaches to implement such a policy. In addition, change is recommended to existing human resource policies in each public sector organisation, specifically performance management policies as well as reward and recognition policies. Furthermore change is recommended to the performance management and development guidelines of the Commissioner for Public Sector Employment as well as the related leadership competency development frameworks for public sector executives and managers. These policies, guidelines and frameworks require an additional focus, moving away from emphasising employee poor performance and

setting direction towards building employee proactive and innovative performance. In summary, creating strong public sector innovation policy, supported by refocusing existing human resource policies, guidelines and frameworks relating to performance management and development, rewards and recognition as well as executive and management leadership competencies, will clearly communicate to both public sector employees and management structures that intrapreneurial behaviour is both valued and encouraged. This will also provide the needed rigour to require each organisation to demonstrate both how their outcomes are aligned with this policy direction, as well how the actions of the organisation's leaders, managers and employees are aligned with this policy direction.

6.5 Concluding remarks

This thesis explored the practise of acting intrapreneurially in the public sector, as experienced by public sector employees, a phenomenon yet to be investigated in-depth. Study findings revealed that public intrapreneurship is not a linear process, rather, it consists of three major activities that are not undertaken in any set sequence and the activities can be repeated many times. Each of the activities of (1) seeking impact and innovation using intrapreneurial strategy, (2) generating freedom and taking action using intrapreneurial behaviour, and (3) responding to challenges using intrapreneurial orientation, involves a number of distinct mindsets that can be best represented through the use of archetypes, revealing characteristics, strengths, weaknesses, goals, desires and context for use. In addition, each of these activities leads to a particular type of consequence for the intrapreneur and their organisation, ranging from receiving benefits, taking personal risks and needing to overcome obstacles through engaging resilience.

These findings contribute to the establishment of public intrapreneurship as a distinct public sector workplace practise carried out by public sector employees. Consequently, this study provides a useful conceptual framework as the first stage of building the foundations for public intrapreneurship as a phenomenon, for further refinement and development in future studies. Also, these findings provide actionable knowledge for practitioners through assisting public intrapreneurs to better achieve

success through greater understanding of the practise, mindsets and dispositions involved as well as through following the proposed process to develop intrapreneurial archetype competencies. In addition, these findings provide actionable knowledge for educators, policy makers and public sector leaders to increase capability, support, and strategies towards enabling effective public intrapreneurship.

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APPENDIX A: REQUEST FOR PARTICIPANTS

Calling all Public Sector Intrapreneurs!

Have you ever proactively identified an opportunity to improve your work, your organisation or the services you provide to the public? Did you take bold action even though the outcomes were uncertain? Did you champion your idea and maneuver your way through barriers and challenges?

Are you interested in participating in a research study conducted through Torrens University on Intrapreneurship in the Public Sector?

Research study objective: to describe the lived experience of public sector intrapreneurs in order to identify commonalities that would allow the discovery of the essence of acting intrapreneurially in the public sector.

Expected outcomes: to formalise intrapreneurship as a model of leadership that provides a new approach to achieving public sector improvement and innovation.

Time Commitment: if selected to participate, you will take part in a 90 minute semi-structured interview. You may be requested to attend a second interview to discuss the research findings and to further explore and elaborate on key themes. Interviews will be held between September 2016 and February 2017.

Register your interest now: Email **Alix Taylor** with your name and contact details and you'll receive further information about the research project.

APPENDIX B: CORRESPONDENCE TO PARTICIPANTS

Dear x

Thank you for your email in response to the call for participants in the study on Intrapreneurship in the Public Sector, conducted through Torrens University Australia.

This study will provide participants with the opportunity to share their experiences as a public sector intrapreneur enabling a greater understanding of public intrapreneurship. The intent is for participants to co-create an evidence-based framework of intrapreneurship as a leadership model in the public sector with the aim to inform the future strategies, policies and resource allocation of public sector decision-makers.

Without your willingness to be involved in this study, new knowledge on this important topic cannot be explored, and **I wish to personally thank you for registering your interest.**

Further information on the study:

- I have attached a sample copy of the Information Sheet on this study for you to review.
- I have also attached a sample copy of the Informed Consent Form. If invited to participate in this study, you will be requested to sign this form so I think it's useful to provide it now for your early review.
- Also, at the bottom of this email, I've provided you with some points on how this study will be defining public intrapreneurial activities. I advise you to consider these points in the context of your experiences.

Please contact me with any questions you have on the study or the process (contact details below).

If you are still interested in being involved - now that you've read more about the study, the consent required and further guidance on public sector intrapreneurial

activities – please let me know via return email and I will be able to formally invite you to participate.

Again, I thank you for your interest and I look forward to receiving your responses.

Kind regards
Alix Taylor

PhD Candidate
Torrens University Australia
alix.taylor@student.tua.edu.au
0478 626 156

A public sector intrapreneurial activity:

- Is risk-taking in that it involves committing significant resources or taking bold action in uncertain environments
- Is innovative in that it is a way of doing something differently and better
- Is proactive in that it anticipates and acts on future needs by seeking opportunities
- Does not rely on positional power
- Aims at advancing the organisation, not the individual
- Provides one or more of the following benefits:
 - Addresses public sector organisation's challenges
 - Provides new value to stakeholders
 - Enables rapid response to environmental changes
 - Produces improved ways of addressing social & economic issues
 - Improves internal processes
 - Provides a mechanism for improving government performance

APPENDIX C: INFORMATION SHEET FOR PARTICIPANTS



INFORMATION SHEET FOR PARTICIPANTS

Name of Project: Acting Intrapreneurially: An Interpretative Phenomenological Analysis of Intrapreneurship in the Public Sector

Principal Investigator: Professor Eddie Blass

Dear Participant

You are invited to take part in the above-mentioned study. The study has been approved by Torrens University Australia Human Research Ethics Committee on 21/12/15.

Background

The public sector is under significant pressure to respond to increasing and rapidly changing public demands as well as to improve effectiveness through achieving greater results at a higher standard with fewer resources. Public intrapreneurship has been widely claimed as a mechanism for improved public sector performance yet there is limited scholarship available in this understudied area. In order for practitioners, managers and policy makers to direct resources and strategies towards establishing effective public intrapreneurship, it would be greatly beneficial to understand how public intrapreneurship works, including the processes, actions and behaviours of public officers 'acting intrapreneurially' for performance improvement.

Research Aims and Objectives

The aim of this study is to provide new insights into public intrapreneurship and its contributions to change, improvement, innovation and risk governance in the public sector. The chief objective of this study is to describe the lived experience of a small number of intrapreneurs working in the South Australian public sector in order to identify commonalities that would allow the discovery of the essence of acting intrapreneurially. The expected outcome of this study is to formalise intrapreneurship as a model of leadership in the public sector that provides a new approach to achieving public sector improvement and innovation. This will contribute to the development of future public sector leaders and transformation of public management practices towards exploiting opportunities in public sector administration, service delivery and policy development.

Benefits to Participants

This study provides participants with the opportunity to share their experiences as a public sector intrapreneur enabling a greater understanding of public intrapreneurship. Consequently, participants will co-create an evidence-based framework of intrapreneurship as a leadership model in the public sector with the aim to inform the future strategies, policies and resource allocation of public sector decision-makers.

Participation	You are invited to take part in a semi structured interview. This should take up to 90 minutes. The research activity will be conducted at a convenient venue and time to be determined. You may be requested to attend a second interview to talk through the research findings and to further explore and elaborate on key themes.
Confidentiality	Any information or personal details gathered in the course of the study will remain confidential. No individual will be identified by name in any publication of the results. All names will be replaced by pseudonym. However, if you so request through the Informed Consent Form, you can be named as a contributor to the overall study but not identified in any specific part of the study. Alternatively, if you so request through the Informed Consent Form, you can request that your entire individual contribution is attributed to you, not including aggregated data where this is not possible.
Consent	All participation is with consent and voluntary. You may withdraw at any time - up to the submission of the thesis - without explanation or prejudice.
Risk	There are no foreseeable risks from contributing to this study.
Recording of Information	Audio from the interview will be recorded and notes will be taken.
Use of Information	The information collected from participants will be used when reporting on research results at both the individual contribution level as well as at the aggregate level. Individual contributions will be identified through pseudonyms unless otherwise requested. You will not be identified in any way, unless you have requested that you wish to be identified. The research data will be utilised in publications, reports, conference presentations and PhD thesis.
Data Storage	The data will be stored in a locked cabinet for hardcopy document and password protected files in electronic format. Only the research team will have access to the research documents.
Project Contact	If you have any further question you can contact: Name: Alix Taylor Email: alix.taylor@student.tua.edu.au Tel: 0478 626 156

Thank you for your interest and participation. Yours sincerely,

PROFESSOR EDDIE BLASS

If you have any concerns regarding the ethical conduct of the study, please contact:

Human Ethics Officer

Torrens University Australia

Tel: +61 8 8113 7805 | Email: ethics@tua.edu.au

INFORMED CONSENT FORM



APPENDIX D: INFORMED CONSENT FORM

Project Name: **Acting Intrapreneurially: An Interpretative Phenomenological Analysis of Intrapreneurship in the Public Sector**

I _____ (name of participant) consent to participate in this project. I am older than 18 years of age. I have been provided with a written *Information Sheet for Participants* which provides information about the project and any questions I have asked have been answered to my satisfaction.

Participation and recording of information

- I consent to taking part in this research through participating in one or more interviews ☐ Yes ☐ No
- I consent to be audio recorded ☐ Yes ☐ No
- I acknowledge that taking part in this study is voluntary and that I can withdraw at any time - up to the submission of the thesis - without explanation or prejudice ☐ Yes ☐ No

Confidentiality of information (please choose ONE ONLY of the following options)

Option A ☐ Yes ☐ No

I request that:

- The information I provide is kept strictly confidential;
- A pseudonym is used to represent my individual contribution; and
- Where direct quotes are used, the names of places, people, projects, organisations and any other identifiable information are removed or given a false name.

Option B ☐ Yes ☐ No

I request that I am named as a contributor to the overall study and that:

- The information I provide is kept strictly confidential;
- A pseudonym is used to represent my individual contribution; and
- Where direct quotes are used, the names of places, people, projects, organisations and any other identifiable information are removed or given a false name.

Option C ☐ Yes ☐ No

- I request that my entire individual contribution is attributed to me; and
- I acknowledge this is not possible with aggregated data.

Name of Participant:.....

Signature

Date/...../.....

Name of Researcher:.....

Signature.....

Date/...../.....

APPENDIX E: INTERVIEW GUIDE

IPA Semi Structured Interview Schedule

The aim of this interview is to gain an understanding of your experiences of intrapreneurship in the public sector. Specifically, I'm interested in your experiences of acting in an intrapreneurial way.

Intrapreneurship in the public sector is a 'bottom-up' process where an individual worker proactively identifies and exploits a business opportunity that aims to improve government performance. The process is generally initiated without direction, outside of the core duties of the employee and may involve taking risks and being innovative such as doing something new or changing the ways things are done.

As I've mentioned, I'm really interested in hearing about your experiences of acting in an intrapreneurial way. I have prepared some questions that I'd like to ask you but this discussion is very much exploratory in nature. That means that we may deviate from my core questions at various points as we discuss areas of interest for both of us. I'll mostly be listening to your responses, however, sometimes I may need to ask for clarification or check I've heard what you've said correctly. Other times I may just ask you to elaborate on certain points if I think it's useful for us to have a deeper discussion on a particular issue. I'm anticipating it should take up to 90 minutes. If there are any questions that you don't want to answer, please just let me know.

Section 1: Defining the experience (what – descriptive)

1. Can you tell me about a time that you acted intrapreneurially?

Note (if needed)

If too many instances or the participant needs guidance - the instance in which you felt you learnt the most or that had the biggest impact on yourself and others.

Probes (if needed)

- Vision: Did you have a specific vision of what your initiative would achieve? Can you tell me about that vision?
- Identifying the opportunity: How did you identify the opportunity? (Acquisition and application of information to shape a manageable project, alertness / active search for opportunities, prior knowledge and experience, creativity, innovation)

- Motivating factors: Can you talk me through why you decided to explore this opportunity? What do you think influenced you pursue this initiative?
 - Innovation: Did you think your initiative was innovative? Can you tell me about how your initiative was doing something differently and better?
 - Job Role: Can you tell me about how this initiative differed from performing the required duties in your job?
 - Workplace context: Can you describe to me the place that you worked at the time? (The style of management and executive, your team or staff (if any), organisation culture, public sector in general, the organisation culture, change orientation, dynamism, risk approach, other situational elements, uncertain environment.)
2. In what way do you think your intrapreneurial action benefited the public sector?

Probe (if needed)

- Benefits: For example, did it address a challenge, meet a future need, add value, respond to a change, improve performance...?
3. In what way do you think your intrapreneurial action impacted on the public sector?

Probe (if needed)

- Impact: For example, did it impact a process, service, policy, structure (modifying something existing, decommissioning something existing, introducing something new...)?

Section 2: Taking action (how – descriptive)

4. Can you describe to me the actions you took and processes you went through to act intrapreneurially?

Probes (if needed)

- Action: How did you put your idea into action? (Mobilizing the information, support, resources, ability to cut through bureaucratic red tape.)
- Coalition building: How did you go about seeking support and backing for your initiative? (Formal, informal, horse-trading, political information, key players, internal, external, management buy-in, stakeholder buy-in, managing organizational bureaucracies and individual networks, persuasiveness.)
- Using resources: What types of resources were required to achieve your initiative? This may be people, money, equipment etc. that you needed. How did you go about

securing those resources? (Team buy-in, build team / shared goals / motivations, organisational structures, Elements of co-creation or lead by the one individual, proactiveness / no authority / resources outside control.)

5. Can you tell me about any challenges or obstacles that you faced? How did you handle those situations?

Section 3: Reflection – (evaluative)

6. Outside of the benefits and impacts to the public sector (which we've already covered) Why do you do this?
7. Can you talk to me about the best and worst things about your experience of acting intrapreneurially?

Notes (if needed)

- *Work, interests, relationships, personal / professional rewards, success, failure, grief*

Probes (if needed)

- *Do you think you have changed since this experience? In what way?*
 - *How would you go about acting intrapreneurially in the future? Would you do anything differently?*
 - *How do you think the experience of acting intrapreneurially would have differed outside of the public sector?*
8. If you had to describe what being an intrapreneur in the public sector means to you, what would you say?

Prompt question (if needed)

- *What words come to mind, what images, jokes, quotes?*
9. What are the main similarities and differences between public sector leadership and public sector intrapreneurship?
 10. Is there anything else you would like to discuss that we haven't already covered?

APPENDIX F: ETHICS APPROVAL



Level 1, Torrens Building
220 Victoria Square
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+61 8 8113 7888
tua.edu.au

24 February 2016

Alix Taylor
Via email: alix.taylor@student.tua.edu.au

Phone: +61 8 8113 7801
E-mail: vcoram@laureate.net.au

Cc: Eddie Blass, Hurriyet Babacan

Dear Alix,

Torrens University Australia Human Research Ethics Committee Approval Notification

Project: *Acting Intrapreneurially: an interpretive phenomenological analysis of intrapreneurship in the public sector*

Thank you for submitting an ethics application for the above research project. This project is considered low risk and has been reviewed by the TUA Human Research Ethics Committee (HREC).

I am pleased to advise you that this research project has been granted ethics approval. The nominated methodology for this project is:

9-12 in-depth, semi-structured interviews with public servants who have been involved with intrapreneurial activities

The approved documents are:

Document	Version	Date
TUA Ethics Application		21 Dec 2015
Participant information sheet		21 Dec 2015
Informed consent form		21 Dec 2015
Interview questions		21 Dec 2015

Approval of this project from the Chair of the HREC is valid from 24 February 2016 to 31 December 2017. Please note the following general conditions need to be met:

- The Principal Investigator will immediately report anything that might warrant review of ethics approval for the project.
- The Principal Investigator will notify the Research Ethics Officer of any event that requires a variation to the originally approved ethics application.
- The Principal Investigator will notify the Research Ethics Officer of any unexpected adverse or serious events that may impact participant welfare or the conduct of the project.

- The Principal Investigator will notify the HREC when the project is completed.
- The Principal Investigator will notify the Research Ethics Officer of any plan to extend the duration of the project past the approval period listed above.
- The Principal Investigator will notify the Research Ethics Officer of his or her inability to continue as Principal Investigator including the name of and contact information for a replacement.

You may provide a copy of this ethics approval letter to the project participants as necessary.

Should you have any queries about the Torrens HREC's consideration of this project, please contact the Research Ethics Officer. The Torrens HREC wishes you every success in your research.

Yours sincerely



Veronica Coram

Research Ethics Officer

For

PROFESSOR HURRIYET BABACAN – Chair of Torrens HREC and Pro Vice-Chancellor, Academic and Research

This HREC operates in accordance with the National Health and Medical Research Council's (NHMRC) *National Statement on Ethical Conduct in Human Research (2007)*.