Gordon Institute of Business Science
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Factors affecting how entrepreneurial hustle can be harnessed by senior management teams from an intergroup leadership perspective in the era of permacrisis

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Plagiarism Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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ABSTRACT

The research paper looks into the effectiveness and challenges of adopting the 'entrepreneurial hustle' mindset among senior managers in established companies during prolonged crises. It investigates the role of intergroup leadership in promoting an entrepreneurial culture within organisations, as well as practical strategies for senior executives to foster such an environment. The study's goal is to identify barriers to adopting this mindset, understand the dynamics of leadership that support entrepreneurial practices, and develop actionable recommendations for senior managers to navigate and thrive in a permacrisis environment. The research paper goes on to explain how senior management teams can use entrepreneurial hustle within the context of intergroup leadership, particularly during times of permacrisis. It delves into the complex relationship between leadership styles and the entrepreneurial mindset, focusing on how leaders can encourage innovation and adaptability during difficult times. The paper also investigates the various barriers to the adoption of this approach, providing suggestions for overcoming these obstacles. It adds to our understanding of how established companies can remain agile and innovative by drawing parallels between how entrepreneurial ventures and large organisations manage crises effectively. This study is critical in providing a nuanced view of leadership and entrepreneurship in light of ongoing global challenges. This research adds to both academic knowledge and practical managerial strategies for dealing with the complexities of today's organisational challenges.

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1. INTRODUCTION TO THE RESEARCH PROBLEM

1.1. Background

"When the economy recovers, things won't return to normal – and a different mode of leadership will be required." - Heifetz et al. (2009)

The current crisis confronting modern business leaders is multifaceted and includes environmental, economic, and geopolitical changes (Droffelaar, 2023). This permacrisis necessitates more skilled business leaders as a result of global social, economic, political, and technological transformations and advancements (Fisher et al., 2020). Traditional leadership approaches are clearly ineffective in this context, necessitating a more dynamic leadership style capable of responding to uncertainty (Bacq et al., 2020). Entrepreneurial hustle appears to be a valuable approach to addressing this leadership challenge, as entrepreneurs must work under uncertain conditions and limited resources to bring new products to market and persuade stakeholders to support their efforts (Fisher et al., 2020).

1.1.1. The Multifaceted Crisis in Modern Business Leadership

The modern business landscape is experiencing a multifaceted crisis that includes environmental, economic, and geopolitical issues. The COVID-19 pandemic has exacerbated these issues, causing severe economic and business impacts and posing significant leadership challenges (Ajemba, 2022). The 21st century's environmental challenges include climate change, sustainability concerns, and the impact of human activities on the Earth system (Hochella et al., 2019). These challenges have immediate and long-term effects on human and environmental health at local, regional, and global scales (Hochella et al., 2019). Economic challenges, such as globalisation and shifting market demands, are inextricably linked with environmental concerns. Economic sustainability is a global concern, and organisations face integration challenges when managing corporate sustainability (Fagerlind et al., 2019). Furthermore, the COVID-19 pandemic has exacerbated global issues such as poverty, hunger, social inequality, and environmental sustainability, demonstrating the interdependence of economic and environmental

challenges (Stanek-Kowalczyk & Zajkowska, 2023).

Geopolitical changes can have far-reaching consequences, including increased international trade tensions and political instability. Political tensions and international trade have been extensively studied, with a focus on how they affect cross-border financing (Fang, 2019). Furthermore, research has found a strong correlation between austerity measures and social unrest, indicating that countries with higher levels of unrest are more indebted (Ponticelli & Voth, 2020). Furthermore, the impact of political instability on economic growth has piqued interest, with research indicating that both internal and external political instability can have a significant impact on a country's economic growth (Murad and Alshyab, 2019). Countries that have dampened economic growth creates an unfavourable environment for business to run. This affects leaders of established business.

1.1.2. The Inadequacy of Traditional Leadership Approaches

Traditional leadership models face significant challenges in today's business landscape, especially in the face of multifaceted crises. These traditional approaches, characterised by hierarchical decision-making, risk aversion, and a focus on short-term gains, are proving ineffective in addressing today's complex organisational challenges (Donkor & Zhou, 2019). The multifaceted nature of crises, such as the coronavirus epidemic, energy and food crises, as well as the need for modern approaches in business planning, have rendered traditional leadership models ineffective (McCloskey & Heymann, 2020). This inadequacy has resulted in the recognition of the need for new leadership models to address the complexities of contemporary organisational challenges (Donkor & Zhou, 2019).

The challenges confronting traditional leadership models necessitate a shift away from bureaucratic and collegial academic leadership models and towards a leader-centric approach and the application of distributed leadership theory (Bilal et al., 2019; Meng, 2023). Distributed leadership, which emphasises the collaborative and dynamic nature of leadership, has gained popularity as a model that challenges traditional individualistic leadership approaches (Hickey et al., 2022). Mikušová and Horváthová (2019) emphasise the importance of taking a proactive and innovative approach to crisis management. As mentioned in the background section,

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entrepreneurial hustle appears to be a useful approach to addressing this leadership challenge.

1.1.3. Entrepreneurial Hustle as a Leadership Solution

Entrepreneurial hustle, as defined by Fisher et al. (2020), refers to entrepreneurs' urgent and unconventional actions to address immediate challenges and opportunities in the face of uncertainty. This concept has been proposed as a fundamental behaviour that allows entrepreneurs to attract new venture stakeholders and direct their entrepreneurial efforts (Fisher et al., 2020). In the context of leadership, entrepreneurial hustle provides a viable alternative to traditional leadership styles, particularly in navigating uncertainty and enlisting venture stakeholders through immediate and unconventional action (Fisher et al. 2020). This is consistent with the idea that organisations should adopt entrepreneurial leadership characteristics, as highlighted by (Pauceanu et al., 2021).

In terms of leadership, entrepreneurial hustle provides a compelling alternative to traditional leadership styles, particularly for navigating uncertainty and enlisting venture stakeholders through immediate and unconventional action. Entrepreneurial hustle embodies a proactive and dynamic leadership style, distinguished by quick decision-making and unconventional strategies for seizing opportunities and addressing challenges in uncertain environments. This leadership style is consistent with the dynamic and rapidly changing nature of today's business landscape, in which traditional leadership styles may not always be effective in addressing the complexities and uncertainties that organisations face (Hai et al., 2021). The entrepreneurial hustle leadership style is especially relevant in the context of small and medium-sized businesses (SMEs) and new ventures, where agility and rapid adaptation to changing circumstances are critical for success. This is supported by the idea that no single leadership style fits all contexts or circumstances, emphasising the importance of adaptable and unconventional approaches to leadership, particularly in the face of uncertainty (Mwakajila & Nyello, 2021).

1.2. Research Problem

This study aims to investigate the efficacy and challenges associated with senior

managers adopting the 'entrepreneurial hustle' mentality in established companies, in the context of the ongoing and protracted crises known as 'permacrisis' (Turnbull, 2022). Although there is an increasing recognition of the importance of entrepreneurial hustle, which refers to urgent, creative, and targeted actions in uncertain situations (Fisher et al., 2020), there is still a lack of understanding as to how it can be applied collectively in corporate environments.

The objective of this study is to examine the obstacles to incorporating this mindset into the operational structures of organisations, specifically emphasising the influence of intergroup leadership in promoting an entrepreneurial culture. The study will investigate the effective utilisation of entrepreneurial hustle by senior managers in order to navigate and thrive in a permacrisis environment. This will ultimately contribute to the resilience and growth of organisations. The primary objective is to suggest practical approaches that empower senior managers to overcome these obstacles and foster a vibrant entrepreneurial atmosphere that flourishes in the face of ongoing crises and transformations.

1.3. Research Purpose

The main objective of this research is to analyse and comprehend the efficacy and obstacles associated with incorporating an entrepreneurial hustle mindset among senior managers in well-established companies during times of prolonged crisis. The objective of this study is to:

- Investigate and analyse barriers: Explore the various challenges that hinder the adoption of an entrepreneurial mindset in corporate settings, especially during prolonged periods of crises.

- Investigate how intergroup leadership influences the formation of an entrepreneurial culture within organisations. The objective is to understand the dynamics of leadership that either support or contradict entrepreneurial practices in a crisis situation.

- Practical strategies: Develop actionable plans and recommendations for senior managers to foster a supportive entrepreneurial environment. This

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involves proposing practical steps to overcome recognised challenges and tap into the combined entrepreneurial potential of their organisations..

1.4. Significance

The primary goal of this research is to gain a thorough understanding of how established corporations can successfully adapt and prosper during times of ongoing crises by instilling an entrepreneurial mindset of agility and resourcefulness in senior management. This will help to improve both academic knowledge and practical managerial strategies for navigating uncertain situations.

1.4.1. Significance for Business

- Improving Organisational Resilience and Adaptability: In a time of ongoing and unpredictable challenges for businesses, the research's discoveries can assist organisations in cultivating resilience and adaptability. Organisations can enhance their ability to navigate uncertain environments and respond to crises more effectively by comprehending the effective implementation of an entrepreneurial hustle mindset.
- Advancing Leadership Models: The research can contribute to the evolution of leadership models by incorporating the dynamics of entrepreneurial hustle. It can challenge traditional leadership practices and propose new models that are more suited to the demands of a rapidly changing business environment.

1.4.2. Academic and Scholastic Significance

- Bridging Theory and Practice in Leadership: The purpose of this study is to bridge the theoretical concepts of entrepreneurial hustle with their practical application in corporate settings.

2. LITERATURE REVIEW

2.1. Introduction

This chapter delves into the pivotal role of senior managers in steering businesses through these tumultuous times. Their responsibilities are magnified in this era of ongoing crises, where traditional leadership strategies fall short. With the backdrop of complex issues such as the COVID-19 pandemic, the Ukraine conflict, and climate change, this chapter explores how senior managers can adopt an entrepreneurial mindset, defined as "entrepreneurial hustle," to navigate and thrive in this new business landscape. This chapter will dissect the concept of entrepreneurial hustle, a blend of urgency, creativity, and targeted usefulness in addressing challenges, as outlined by Fisher et al. It examines the criticality of senior managers in formulating and executing strategies that foster adaptability and innovation. The chapter also navigates the paradox of fostering entrepreneurial behavior within the rigid structures of organizations. It offers practical strategies for senior managers to instill an entrepreneurial culture, emphasizing the need for permission to engage in unconventional actions, fostering innovation, and encouraging continuous learning. The exploration includes the concept of collective entrepreneurship and the impediments to its realization, such as leadership behaviors and organizational readiness. Finally, the chapter aims to identify research gaps and intentions of the study.

2.2. Surviving and Thriving in the Era of Permacrisis

Collins Dictionary has chosen the term "permacrisis" as the word of the year for 2022 (Turnbull, 2022). The term "permacrisis" is a combination of the words "permanent" and "crisis" and refers to a global state of ongoing crisis (Turnbull, 2022). According to Perkowski et al. (2023), crisis is now recognised as a prolonged and potentially enduring state of ailment and decline. The term "permacrisis" refers to a worldwide state marked by enduring and widespread crises, including but not limited to inflation, food security, energy scarcity, strain on global supply chains, geopolitical rivalry, and the collapse of international security and governance systems. This concept has garnered attention across multiple academic fields and has been examined in relation to global supply chains, geopolitical matters, and the effects of crises on

international trade and governance systems (Manuj & Mentzer, 2008; Colomina, 2022; Gereffi & Lee, 2012; Mollenkopf et al., 2020; Puślecki, 2018). Managers in corporations are affected by the permacrisis and require innovative and effective methods to adapt and succeed whilst faced with permacrisis, as their strategies and execution are significantly affected by the context.

2.2.1. Evidence of Permacrisis in the Modern Business Landscape

Various crises, such as the COVID-19 pandemic, the conflict in Ukraine, food and energy shortages, rising inflation, mounting debt, and the pressing issue of climate change, had a significant impact on the global economy in 2022 (UNCTAD, 2023). The global economy has slowed, reaching 3.0% in 2022 and is expected to fall even further to 1.9% in 2023 (UNCTAD, 2023). According to UNCTAD (2023), this projected rate is among the lowest seen in recent decades. In contrast, South Africa's gross domestic product (GDP) fell 0.2% in the third quarter of 2023, resulting in a 0.7% year-on-year contraction (Mahlangu, 2023). The contraction is a result of difficulties faced by Transnet in terms of logistics problems and the costs associated with load-shedding. The future predictions depend on the reduction of load-shedding, lower inflation, and the possibility of interest rate relief (Mahlangu, 2023).

2.2.2. Permacrisis: Implications for Leaders

Heifetz et al (2009a) stated more than ten years ago, during the global financial crisis of 2008-09, that "when the economy recovers, things won't return to normal—and a different mode of leadership will be required." Evidently, the global community has been confronted with a succession of crises, necessitating the adoption of novel leadership strategies to proficiently navigate the unparalleled change. Bisseker (2023) argues that in order to successfully navigate the ongoing instability of the world and South Africa, business leaders must possess the ability to anticipate and adapt to continuous change. Without a doubt, leaders of today and tomorrow must incorporate a strong commitment to flexibility and continuous iteration into their problem-solving approaches and, more importantly, their pursuit of value generation. Many leaders rely on their existing knowledge and skills to help their organisations navigate through crises, which is a more temporary approach (Heifetz et al, 2009a). Unprecedented changes cannot be easily accommodated by existing solutions.

Novel strategies are required to endure and prosper in the age of permacrisis.

Heifetz et al (2009a) argue that leading in a prolonged crisis is a treacherous endeavour. The dynamic and constantly evolving nature of the world requires unorthodox strategies for effective business leadership. According to Heifetz et al (2009a), effective leadership during ongoing crises requires leaders to promote adaptability, embrace disequilibrium, and generate leadership. The concept of fostering adaptability pertains to facilitating changes that improve the capacity to thrive (Heifetz et al, 2009b). Leaders are advised to foster a state of disequilibrium within their organisations, maintaining a level that is enough to stimulate change but not so extreme as to create disorder or opposition (Heifetz et al, 2009a). The process of generating leaders entails distributing leadership responsibilities throughout the entire organisation, leveraging the capabilities of a diverse workforce, and nurturing a culture of innovation at all levels (Heifetz et al, 2009a). In order to accomplish this, it is imperative to relax the traditional hierarchy and authority, cultivate a collaborative environment, and highlight the interdependence of individuals within the organisation (Heifetz et al, 2009a). Distributed leadership entails not only the delegation of authority, but also the dispersal of distinct roles, responsibilities, and tasks among various groups or organisations (Brown et al., 2017).

2.2.3. The Role of Senior Managers in the Era of Permacrisis

To understand the critical role senior managers play in the permacrisis era, it is necessary to first understand their fundamental purpose in an organisation. Senior managers are important in organisations because they are at the centre of both strategy formulation (inputs) and strategy execution (implementation), as they have a thorough understanding of the business environment and the ability to influence the firm's strategic direction (Gatignon & Xuereb, 1997). Senior managers act as educators, guides, and promoters of innovative concepts, playing an important role in shaping the principles and skills of subordinate and intermediate-level managers (Manikutty, 2005). Senior managers are also evaluated based on their innovative approach, transformative and transactional leadership skills, and collaborative development, highlighting their significant impact on the organisation's strategy and leadership methods (Stock et al., 2016). Furthermore, senior managers must have a thorough understanding of the significance and function of reliable intelligence to

ensure that the organisation gets the most out of its positioning strategy (Trim, 2001). It is crucial because they decipher the signals and flags presented by the permacrisis.

Senior managers in larger organisations focus on macro-environmental and strategic issues, emphasising their critical role in determining the company's strategic trajectory (Junior et al., 2018). Although there may be some disagreement, the prevailing view is senior managers, are generally not regarded as critical contributors to corporate strategy formulation (Scullion & Starkey, 2000). Nonetheless, cognitive mapping, a technique used to examine the evolution of corporate strategy by top-level executives, has been used in a variety of domains, with a focus on senior managers' participation in strategic decision-making (Tyler, 2001). In addition, the interpretation of senior management initiatives by middle managers can result in both planned and unplanned consequences, underscoring the impact of senior management on strategies for organisational change (Balogun, 2006).

While there may be differing opinions on the degree of senior managers' involvement in the development of corporate strategy, it is indisputable that organisational strategies rely on senior managers. Their deep understanding of the business landscape, impact on innovation-driven strategy, leadership styles, integrity, and organisational change strategies demonstrate their importance in strategic decision-making and organisational performance. In the era of permacrisis, senior managers have a crucial role in creating and managing project frameworks to achieve organisational goals (Sarhan & Dulaimi, 2022). Moreover, previous studies have shown the significant influence of senior managers' attention patterns on strategy formulation and corporate entrepreneurship (Kleinknecht et al., 2020; Li et al., 2020).

Within the context of a workforce that is composed of individuals from various backgrounds, it is imperative for senior management to actively participate in the entrepreneurial process (Barney et al., 2018). Moreover, senior managers must effectively handle numerous and conflicting responsibilities, thereby amplifying the intricacy of their position as a result of industry modifications (Kairys, 2018). The notion of permacrisis encompasses various transitions, such as climate, energy, geopolitical, technological, and demographic transitions (RÎMNICEANU, 2023). Senior managers play a crucial role in promoting flexibility and embracing instability within the organisation, given the intricate and ever-changing nature of the

environment. Their role entails advocating for alternatives, consolidating information, and executing intentional strategies (Ren & Guo, 2011). Their attention-based effects and strategic roles are critical in navigating the challenges posed by permacrisis.

2.3. Entrepreneurial Hustle: Definitions and Significance in the Era of Permacrisis

'Things may come to those who wait, but only the things left by those who hustle'
– Abraham Lincoln

Fisher et al. (2020) define entrepreneurial hustle as the "urgent and unorthodox actions that are intended to be useful in addressing immediate challenges and opportunities under conditions of uncertainty". Entrepreneurial hustle, as defined by other scholars (Langevang et al., 2022; Kuratko & Audretsch, 2021; Wood & Fisher, 2023), refers to the proactive and unconventional actions taken by entrepreneurs to successfully overcome immediate challenges and exploit potential opportunities in situations characterised by uncertainty and unpredictability. This entrepreneurial mindset involves implementing systematic procedures and utilising knowledge-based assets to stimulate innovation and generate value (Chaudhary et al., 2023).

The relevance of an entrepreneurial mindset for senior managers in corporations is a subject of interest for the researcher. Adopting an entrepreneurial mindset by managers in corporations operating in the permacrisis era offers numerous benefits. Entrepreneurs are required to take action despite the presence of uncertainty and a scarcity of resources (Fisher et. al, 2020). Entrepreneurial hustle refers to the urgent and unconventional actions taken by an entrepreneur to effectively tackle immediate challenges and seize opportunities in uncertain circumstances (Fisher et. al, 2020). The notion of uncertainty arises when it becomes difficult to assign numerical probabilities to different potential outcomes, particularly in situations where the future is unpredictable (Mandel & Irwin, 2020). Taking decisive action in the presence of ambiguity can be challenging, but it could be the sole rational approach to move forward.

Uncertainty frequently impedes individuals from taking action, unless they are willing to endure and embrace such uncertainty. The level of uncertainty has a significant

impact on decision-making, as individuals tend to depend on external cues and expert advice when they are unsure about the outcome (Rushworth et al., 2011). Nevertheless, there is a contention that uncertainty may not hinder entrepreneurial action, as entrepreneurs accept it as a given variable in the environment (Zichella, 2020). What factors contribute to the ability of entrepreneurs to take action in the face of uncertain circumstances? Entrepreneurs can navigate uncertainty by utilising effectual thinking, a cognitive process that entails acknowledging a specific set of resources and focusing on selecting from multiple potential outcomes that can be accomplished with those resources (Fisher et. al, 2020). Entrepreneurs adeptly navigate uncertainty and actively capitalise on opportunities by utilising their expertise and determination. This cognitive process involves shifting from perceiving opportunities that are relevant to others (third-person opportunities) to opportunities that are relevant to oneself (first-person opportunities) (Fisher et al., 2020).

Senior managers can harness an entrepreneurial mindset by promoting a culture of innovation and risk-taking within the organisation. They can also strategically utilise their influence to persuade top management to support new initiatives, especially during times of ongoing crisis (Ren & Guo, 2011). Furthermore, the characteristics of the senior management team and the state of the industry can influence the organisation's entrepreneurial strategic direction, emphasising the importance of leadership in fostering entrepreneurial initiatives (Ren & Guo, 2011). Several major corporations have created corporate incubators to cultivate an entrepreneurial mindset, recognising the inherent worth of a proactive and enterprising mindset. The significance of corporate incubators in cultivating an entrepreneurial mindset and enhancing innovation capability within parent companies is crucial in the realm of corporate management (Fini & Toschi, 2016).

Establishing incubators that cultivate an entrepreneurial mindset can enhance an organisation's innovation capabilities and enable it to effectively respond to evolving market conditions. Furthermore, Gonthier and Chirita (2019) highlight the importance of managers in promoting corporate entrepreneurship, emphasising that managers play a critical role in stimulating entrepreneurial behaviour within the organisation (Gonthier & Chirita, 2019). This highlights the importance of managerial leadership in leveraging entrepreneurial zeal within corporate settings. The drawback of corporate incubators is that they tend to only instil an entrepreneurial mindset in a

peripheral section of the organisation (the department responsible for the incubator), rather than fully integrating an entrepreneurial mindset into the main and essential business functions and teams. This research project proposes that adopting an entrepreneurial mindset can be a beneficial strategy for senior managers to successfully navigate and prosper in the era of continuous crisis.

2.3.1. Elements of Entrepreneurial Hustle

Fisher et al.'s (2020) definition of entrepreneurial hustle identifies four main elements: urgency, creativity, intended usefulness, and addressing challenges/opportunities. These elements form the conceptual foundation and will act as an impetus for the investigation of factors influencing how senior management teams can harness entrepreneurial hustle from an intergroup leadership perspective in the era of permacrisis. The following is a conceptual framework that defines the concept of entrepreneurial hustle (Fisher et. al, 2020):
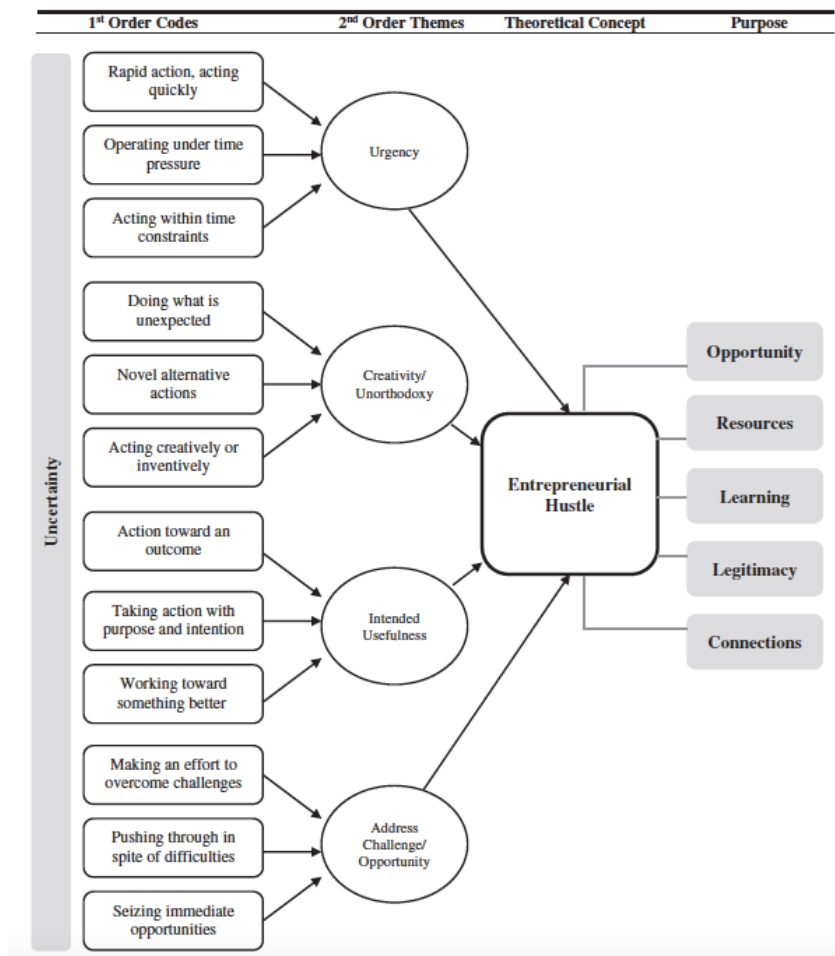
Figure 1 – Entrepreneurial hustle data structure

2.3.1.1.   Urgency

In their study, Fisher et al. (2020) delineate primary codes and secondary themes pertaining to the concept of urgency. Urgency refers to the act of promptly taking action to fulfil a specific objective and tackle immediate challenges or opportunities (Fisher et. al, 2020). Fisher et. al (2020) identified the primary urgency codes as first order codes:

- Rapid action, acting quickly.
- Operating under time pressure.
- Acting within time constraints

Urgency entails prompt action, swift movement, and rapid operation (Fisher et. al, 2020). It includes activities that are innovative, unconventional, intriguing, and divergent from what one might anticipate. The element of urgency plays a pivotal role in the process of making decisions, especially during periods of crisis (Schoeller & Héritier, 2019). Decision-makers must strike a balance between the imperative for prompt action and the imperative for prudence (Rae et al., 2014).

2.3.1.2.   Creativity/Unorthodoxy

Engaging in innovative, unconventional, and captivating endeavours that deviate from conventional practices constitutes creativity/unorthodoxy. This includes using imaginative problem-solving, persistence, and fully dedicating oneself to professional pursuits (Fisher et. al, 2020). This element covers the following codes (Fisher et. al, 2020):

- Doing what is unexpected.
- Novel alternative actions.
- Acting creatively or inventively

Furthermore, it includes the importance of relinquishing past behaviours in order to adjust to new information and behaviours, as well as the influence that cognitive frameworks have on the development of entrepreneurial norms (Fisher et al., 2020). Instances of this conduct encompass rule-breaking, vigilance, resilience, creativity,

imagination, and risk-taking (Franczak et al., 2023).

2.3.1.3.   Intended Usefulness

The intended usefulness in entrepreneurial hustle is a vital element that guarantees that the entrepreneur's actions, although urgent and unorthodox, are not simply reactive or impulsive (Fisher et al., 2020). On the contrary, these actions are calculated and purposeful, with the goal of producing concrete advantages or advancements for the business, particularly in situations that are uncertain or difficult (Fisher et al., 2020). This viewpoint is supported by Kuratko & Audretsch (2021), who argue that entrepreneurial hustle enables entrepreneurs to make quick and unconventional decisions to effectively overcome immediate obstacles, thereby improving the viability and success of new business ventures. Senior managers in organisations must cultivate an entrepreneurial mindset characterised by actions that are strategically beneficial in order to drive their organisation's progress in an era of permanent crisis.

2.3.1.4.   Address Challenge / Opportunity

This theme revolves around taking action in response to a specific matter, be it a challenge or an opportunity. It encompasses not only reacting to challenges but also actively taking advantage of opportunities as they present themselves (Fisher et al., 2020). Primary codes for addressing challenge/opportunity include (Fisher et al., 2020):

- Exerting oneself to surmount obstacles.
- Persisting despite adversities.
- Capitalising on immediate opportunities

The worldwide COVID-19 pandemic has had a significant and extensive impact on businesses worldwide, posing significant challenges and hardships. Nevertheless, in the midst of the crisis, certain businesses have successfully flourished. These businesses exemplified this essential aspect of entrepreneurial hustle in the midst of uncertainty and adversity.

2.4. Igniting Entrepreneurial Hustle To Thrive In Era of Permacrisis

Leaders within established organisations and institutions often want their employees to exhibit entrepreneurial qualities and engage in innovative practices (Kuratko et al., 2023). Employees are motivated to create opportunities, tackle immediate challenges in innovative and unconventional ways, and act promptly to generate new value for the organisation and its stakeholders (Kuratko et al., 2023). Corporate entrepreneurship, intrapreneurship, and strategic entrepreneurship are all terms that refer to the occurrence of employees in established organisations displaying entrepreneurial behaviours. Intrapreneurship refers to the practice of engaging in entrepreneurial activities within the framework of an established organisation (Monnavarian & Ashena, 2009). It entails employees exhibiting entrepreneurial qualities such as innovation, willingness to take risks, proactive behaviour, and self-rejuvenation within the framework of a well-established organisation (Moghaddas et al., 2019). This approach is considered a way to improve the competitiveness and long-term viability of an organisation.

However, engaging in entrepreneurial activities within an established organisation or institution can be challenging, particularly in fields that have a lengthy history and are subject to significant institutional and normative constraints (Kuratko et al., 2023). According to Kim (2010), the characteristics of an organisation have an impact on entrepreneurial behaviours, including risk-taking, innovativeness, and proactiveness. This implies that the organisational environment plays a vital role in encouraging entrepreneurial practices. Previous studies have also emphasised that promoting entrepreneurial behaviour among employees frequently conflicts with other explicit or implicit organisational norms and processes (Kuratko et al., 2023). The interpretive schema uphold and are upheld by normative processes and routines (Kuratko et al., 2023). These schemas serve as shared, implicit assumptions about the reasons behind events and the suitable conduct in different situations (Kuratko et al., 2023).

2.4.1. Three simple rules for promoting entrepreneurial hustle

This chapter has comprehensively addressed the advantages of entrepreneurial hustle, particularly for senior managers navigating the permacrisis era. The current concern revolves around the means by which senior managers can efficiently foster

and incorporate an entrepreneurial hustle mentality within their teams and organisations. (Kuratko et al., 2023) delineate three principles for fostering efficient entrepreneurial diligence, as depicted in the accompanying diagram:

Figure 2 – Rules of promoting Effective Entrepreneurial Hustle

2.4.1.1. Rule #1: Confer permission

Senior managers must confer permission to engage in hustle in order to foster entrepreneurial hustle (Kuratko et al., 2023). Kuratko et al. (2023) go on to say that there needs to be a shift into 'hustle mode,' which means that giving permission to hustle allows organisational members to break norms and practices that limit unconventional and urgent action to get things done. This rule may imply using unusual methods to implement corporate innovation projects or deviating from the normal approval process as a senior manager to move a concept forward (Kuratko et al., 2023). This is consistent with the notion by Bacq et al. (2020) that adopting a hustle mode allows for the execution of corporate innovation projects and departure from standard approval procedures in order to advance concepts.

2.4.1.2. Rule #2 Celebrate experimentation

To generate more hustle, it is best to avoid perfectionism and instead embrace and value experimentation (Kuratko et al., 2023). Perfectionism is the belief that all mistakes or flaws in one's work should be eliminated (Kuratko et al., 2023). Without a doubt, absolute perfection is both unattainable and non-existent. However, modern work environments frequently encourage perfectionism by rewarding employees who consistently produce high-quality or flawless work (Kuratko et al., 2023). A supportive work environment that encourages risk-taking and the exchange of innovative ideas has been shown to have a positive impact on employees' propensity for innovation

(Sönmez & Yldrm, 2019). This emphasises the importance of the work environment in providing employees with the necessary assistance and motivation to participate in innovative endeavours. According to Kuratko et al. (2023), as one strives for perfection, the amount of time required to achieve it increases, resulting in a diminished sense of urgency. As a result, the opportunity may pass you by, or the challenge may become insurmountable.

2.4.1.3. Rule #3 Compress time

Perfectionism is linked to "paralysis by analysis," which refers to spending an inordinate amount of time thinking about and strategising about the future (Kuratko et al., 2023). An excessive preoccupation with the future can impair one's ability to act in the present. By prioritising action over communication, entrepreneurs can increase their efficiency and accelerate their work pace (Kuratko et al., 2023). Time compression may also lead to unusual actions and behaviours (Kuratko et al., 2023). According to Niininen (2013), a crisis is characterised by suddenness, uncertainty, and time compression, necessitating immediate action from senior management and frequently resulting in decisions based on incomplete facts. Setting frequent goals and due dates for the team, as well as participating in work sprints or idea blitzes, are all ways to compress time. Time constraints foster a sense of urgency to complete tasks and encourage unconventional approaches to overcoming time constraints (Kuratko et al., 2023).

2.5. Collective Entrepreneurial Hustle

Entrepreneurial hustle has been shown to be effective in overcoming obstacles (Wood & Fisher, 2022). Entrepreneurial hustle and collective entrepreneurship are closely associated. It refers to a group of entrepreneurs who work together to achieve a common goal (Manouchehrabadi et al., 2021). Furthermore, it is defined as a group of entrepreneurs who work together to identify and respond to opportunities (Manouchehrabadi et al., 2021). Collective entrepreneurship emphasises the importance of collaboration in the entrepreneurial environment in achieving success (Roberts, 2006). The concept emphasises the collective capacity to identify and respond to opportunities rather than the traditional view of the "entrepreneur as hero" (Comeche & Loras, 2009). This approach emphasises the synergy of a group driving

an organisation's progress and providing dimensions for opportunities, regardless of the resources available at the time (Comeche & Loras, 2009). The collective capacity to identify and respond to opportunities is a critical component in the context of collective entrepreneurship (Manouchehrabadi et al., 2021). Senior managers' capacity to use collective entrepreneurial hustle effectively is crucial in the context of the research problem for spreading entrepreneurial drive, which helps the entire organisation address the permacrisis.

2.5.1. Obstacles to Collective Entrepreneurial Hustle

When analysing the factors that hinder collective entrepreneurship in corporations, it is important to take into account different aspects that affect the growth and execution of entrepreneurial activities within organisations. Multiple studies have elucidated the factors that impede collective entrepreneurship, offering valuable insights into this intricate phenomenon. The impact of leadership behaviours on corporate entrepreneurship at the unit level is a significant barrier to collective entrepreneurship (Chang et al., 2017). The impact of transformational leadership on corporate entrepreneurship has been recognised as a crucial factor, highlighting the need to comprehend the role of collective efficacy at the unit level in promoting entrepreneurial activities within organisations.

Furthermore, the level of readiness within an organisation for corporate entrepreneurship is crucial in determining its occurrence and achievement (Hornsby et al., 2013). Studies have emphasised that the willingness of organisations to adopt and facilitate corporate entrepreneurship is crucial for its successful execution. This highlights the importance of organisational readiness as a potential obstacle to collective entrepreneurship. Moreover, a study by Comeche & Loras (2009) has examined how attitude variables impact collective entrepreneurship, with a focus on the influence of individual and collective attitudes on entrepreneurial activities within organisations. This highlights the significance of tackling attitudinal obstacles in order to cultivate a favourable atmosphere for collaborative entrepreneurship.

Moreover, Ilie et al. (2021) have identified that institutional beliefs and attitudes can significantly impede opportunities for entrepreneurship. This emphasises the influence of commonly accepted beliefs and official interpretations of actions on the

facilitation or obstruction of entrepreneurial endeavours, thus enhancing our comprehension of obstacles to group entrepreneurship. Moreover, the authority wielded by senior executives has been recognised as a possible inhibitor of entrepreneurship within organisations (Zhang & Cao, 2020). This emphasises the impact of executive power dynamics on the growth and advancement of collective entrepreneurship, enhancing our comprehension of factors that hinder progress within corporate environments.

2.6. Intergroup Leadership

To achieve collective entrepreneurial hustle within a corporation, it is necessary to effectively utilise individuals' entrepreneurial hustle and to establish strong leadership among various groups. Intergroup leadership includes the ability to mediate intergroup conflicts, promote intergroup collaboration, and prevent intergroup conflicts (Svanberg & Neidermeyer, 2017; Salehi et al., 2021). Intergroup leadership that is efficient and successful is critical for maximising the benefits of intergroup collaboration and minimising intergroup conflicts (Salehi et al., 2021). Furthermore, intergroup literature provides strategies to improve collaboration in intergroup conflict situations, emphasising the importance of intergroup trust in resolving conflicts and achieving peace (Prati et al., 2019). Furthermore, it has been proposed that shared goals and collaboration are mutually dependent and should be implemented collaboratively to maximise the impact of intergroup interaction (Wang & Varma, 2018).

Senior management should model intergroup collaboration by engaging in boundary-crossing activities. This entails establishing links between groups and emphasising the distinct characteristics that each group brings to the collaborative relationship (Hogg et al., 2012). Furthermore, senior managers should use rhetoric to promote intergroup collaboration as an important aspect of group identity. This entails emphasising the importance of collaboration in achieving outcomes that are highly valued by the group and positioning themselves as models of intergroup relational identity (Hogg et al., 2012). The group identity is especially important when considering that, as previously discussed, encouraging employees to hustle is about conferring a 'hustle mode', which is a behaviour that should be embraced by the various groups, making it a norm and shared identity by the groups. This reduces the

possibility of clashes with other explicit or implicit organisational norms and processes (Kuratko et al., 2023). Finally, leaders can work to increase positive intergroup attitudes by increasing trust, cooperation, and allophilia (liking of outgroups) while decreasing competition, distrust, and hatred among groups, according to Pittinsky and Simon (2007).

2.7. Research Gaps and The Intention of this Research Project

Adopting an entrepreneurial hustle mentality in times of prolonged crisis can provide senior managers with a practical approach to navigating uncertainty, challenges, and propelling organisations to success. The traditional paradigms of management are being questioned, and there is a growing need for adaptability and creativity. This section delineates the uncharted domains of research and the aims of the project concerning the utilisation of collective entrepreneurial hustle as an effective tool and approach for management during periods of uncertainty and turmoil.

2.7.1. Areas of research that have not been adequately explored or addressed

Entrepreneurial hustle is widely recognised as a potential catalyst for innovation and adaptability. Nevertheless, there is a shortage of scholarly research that specifically emphasises collective entrepreneurial hustle as a vital tactic for senior managers in a permacrisis scenario to affect the broader organisation.

Inhibiting Factors: The barriers to integrating collective entrepreneurial hustle into the operational framework of an organisation are not adequately recorded. The existing body of research predominantly focuses on entrepreneurship from a general standpoint, rather than specifically investigating the entrepreneurial mindset of senior managers in established corporations.

Intergroup Leadership: While there has been significant research on leadership styles, the specific influence of intergroup leadership in fostering a entrepreneurial hustle mentality has not been sufficiently explored. An analysis of how leaders in different group settings can cultivate an entrepreneurial culture is imperative.

2.7.2. Objectives of the Research

The aim of this study is to develop a comprehensive understanding that recognises entrepreneurial hustle as an essential tool for senior managers. The objective is to precisely define entrepreneurial hustle within the context of a permacrisis and to identify the specific attributes that enable senior managers to effectively employ it.

Identifying inhibitors: The main objective is to identify and analyse the factors that hinder senior managers from embracing an entrepreneurial mindset and approach. Furthermore, the project seeks to examine the influence of intergroup leadership on the adoption of an entrepreneurial mindset. The goal is to propose leadership strategies that facilitate the removal of obstacles between departments, encourage collaboration across various functions, and cultivate a work atmosphere that values and rewards entrepreneurial action.

2.8. Conclusion

By addressing the identified research gaps, senior managers will gain the necessary strategic understanding to effectively navigate the challenges of a persistent crisis and emerge as visionary leaders capable of guiding their organisations towards sustainable growth. The expected result of this MBA research project is a comprehensive collection of practical strategies that senior managers and leadership teams can implement to cultivate a dynamic entrepreneurial environment that flourishes through perseverance and determination.

3. RESEARCH QUESTIONS

This research study seeks to understand factors affecting how entrepreneurial hustle can be harnessed by senior management teams from an intergroup leadership perspective in the era of permacrisis. The research questions were formulated based on the reviewed literature.

Research Question 1: What are the key factors that senior managers need to consider to effectively utilise collective entrepreneurial hustle as a tool for survival and success during challenging permacrisis situations?

This research question examines the key factors that senior managers must consider to successfully utilise collective entrepreneurial drive as an approach in challenging and prolonged crises. This entails an examination of factors or components that senior managers must comprehend and exploit to effectively utilise this approach. The emphasis lies in identifying the factors that render collective entrepreneurial hustle a feasible instrument for navigating and prospering in difficult circumstances.

Research Question 2: What is the impact of intergroup leadership dynamics on the integration and effectiveness of collective entrepreneurial effort in senior management teams during periods of prolonged crisis?

This research question examines how the leadership dynamics within various groups, such as inter-team or interdepartmental, impact the implementation and effectiveness of collective entrepreneurial drive within senior management teams. The research question proposes an examination of the interactions, relationships, and power dynamics between different leadership groups and how they impact the implementation and effectiveness of collective entrepreneurial hustle in prolonged crises. The focus is on comprehending the intergroup elements of leadership that can either support or impede the collective entrepreneurial drive.

Research Question 3: What role will an entrepreneurial hustle mindset play in senior management teams in the future, considering the evolving nature of global crises?

This research question examines the potential changes in the role and significance of an entrepreneurial hustle mentality in senior management teams in response to evolving global crises. This analysis is future-oriented, with the goal of predicting or forecasting how the concept of entrepreneurial hustle will be harnessed or evolve as the global business and crisis landscape continues to develop.

4. RESEARCH METHODOLOGY

4.1. Introduction

In the following chapter, the research methodology that was utilised in this study is presented. The research design, data sampling, data collection, and data analysis were all carried out using a qualitative, exploratory methodology for the study. Data was collected by conducting online, individual, semi-structured interviews with senior managers who are dealing with the challenges posed by permacrisis in the fast-moving consumer goods (FMCG), banking, technology, and mining industries. Both the quality controls and the limitations of the study are discussed in the final section of this chapter.

4.2. Research Methodology and Design

4.2.1. Choice of research design

The research design is an essential component of any study because it allows for the development of a systematic approach to achieving the research objectives while also ensuring that the researcher's efforts are appropriately allocated and focused. Given (2008b) defines "research design" as the methodical conversion of a research concept into a tangible research project or blueprint that can be executed by a researcher or research team. In the absence of a meticulously crafted research strategy, acquiring knowledge may prove futile. According to Saunders and Lewis (2018), the creation of a comprehensive research design is required at the start of a research project. The design should include a thorough explanation of the underlying philosophical framework, the approach to theory development, the methodology chosen, the tactics used, the time horizon considered, and the specific techniques and procedures used to ensure a solid and definitive outcome.

According to Given (2009), the development of a research design involves three interconnected and interdependent components. The research project encompasses the pertinent theoretical, methodological, and ethical considerations as outlined by Given (2009). The researcher's theoretical understandings and assumptions about research play a significant role in shaping and influencing the design of the research

at each stage of the process (Given, 2009).

4.2.2. The Research Onion as a Model for Creating Research Methodologies

Methodology is a comprehensive approach to conducting research that outlines the specific steps and procedures to be followed (Melnikovas, 2018). Research methodology is a crucial component of a dissertation or thesis that ensures the alignment between selected tools, techniques, and underlying philosophy (Melnikovas, 2018). A research methodology construction approach is based on the theoretical concept of the "research onion" (picture depicted below), which was proposed by Saunders & Lewis (2018):
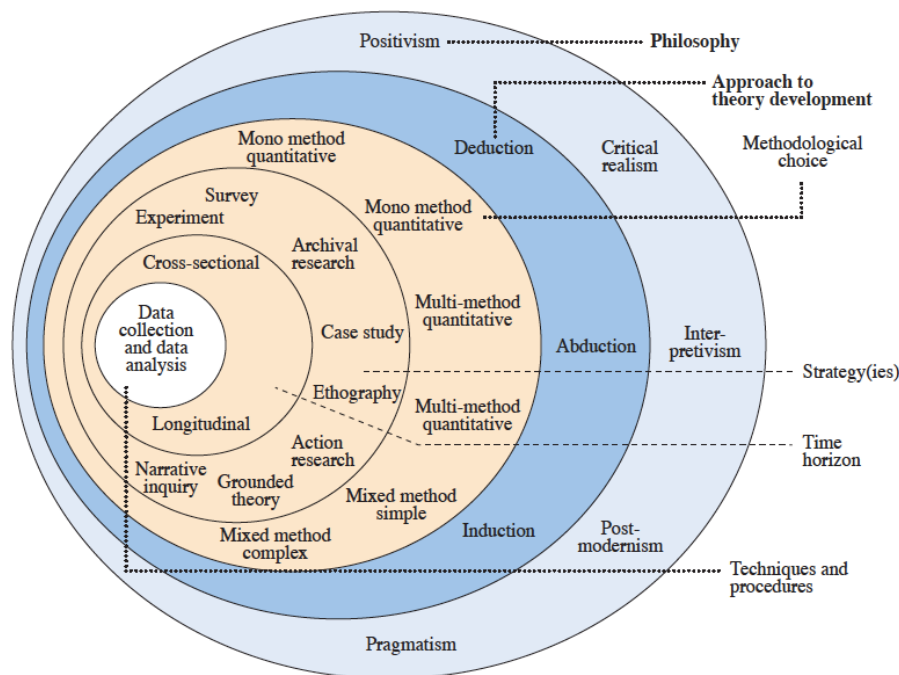
Figure 3 – Research Onion

The following section of the research proposal will peel back the layers of the research onion pertaining to the research topic. The discussion will begin on the outside of the onion.

4.2.2.1. Research philosophy

According to Saunders and Lewis (2018), research philosophy can be described as a comprehensive framework encompassing a set of beliefs and assumptions concerning the development and characteristics of knowledge. The chosen philosophical approach for this study is interpretivism, as it centres on the subjective perceptions of senior managers regarding the factors that influence the utilisation of entrepreneurial hustle. This perspective will be examined through an intergroup leadership lens, within the context of the permacrisis era. Interpretivism, as defined by Saunders and Lewis (2018), pertains to the examination of social phenomena within their inherent ecological context.

4.2.2.2. Methodological choice

This study will utilise a qualitative research methodology in order to acquire a more in-depth understanding of the elements that impact the utilisation of entrepreneurial drive by senior management teams. Qualitative research involves conducting investigations in real-life environments, with the aim of exploring and understanding the lived experiences and everyday occurrences of individuals in the world (Magilvy & Thomas, 2009). The objective of a qualitative study is to generate a comprehensive depiction and profound comprehension of the phenomenon under investigation, specifically the cultural or experiential aspects of individuals in authentic environments (Magilvy & Thomas, 2009).

4.2.2.3. Strategy

The most suitable strategy for this study is narrative. Narrative inquiry is a qualitative research methodology that aims to comprehensively comprehend the experiences of individuals and the importance they attach to those experiences (Magilvy & Thomas, 2009). It entails analysing the anecdotes and accounts of individuals to obtain a deeper understanding of the actual human existence (Butina, 2015). This approach transcends individual experiences and encompasses the social, cultural, and institutional narratives that mould and impact those experiences (Butina, 2015). This approach demonstrates significant benefits when analysing complex human experiences, identities, and perspectives. The primary method for gathering narratives is through in-depth interviews

(Saunders and Lewis, 2018), which for the interest of this study, semi-structured interviews were utilised.

4.2.2.4. Time Horizon

This layer defines the time frame for the research, distinguishing between cross-sectional studies, which involve collecting data at a specific point in time, and longitudinal studies, which involve collecting data repeatedly over an extended period to facilitate data comparison (Melnikovas, 2018). The study will be a short inquiry carried out between September and November 2023. During this period, data will be collected from senior executives in different industries who are confronting the difficulties of a persistent crisis. Subsequently, the collected data will be subjected to analysis in order to generate insightful conclusions.

4.3. Proposed research methodology

4.3.1. Population

According to Saunders and Lewis (2018), a population refers to the entire group of individuals who are expected to be eligible for participation in the study. This study focuses on a group of corporate leaders from various industries who have expertise in effectively handling permacrisis situations within their organisations.

4.3.2. Unit of Analysis

The focus of this study centres on the individual senior manager as the unit of analysis. Specifically, the study examines their experiences, perceptions, and perspectives regarding entrepreneurial hustle and intergroup leadership dynamics in the context of permacrisis.

4.3.3. Sampling Method and Size

The study will utilise purposive sampling as the sampling method. Purposive sampling is a frequently employed method in qualitative studies, as it enables researchers to deliberately choose participants who possess valuable and distinctive

perspectives relevant to the research inquiries (Saunders & Lewis, 2018). This sampling technique is especially advantageous when the researcher intends to collect comprehensive information from individuals or groups who possess specialised knowledge or experiences that are pertinent to the study. The sample size will be determined based on the principle of data saturation, which means that the interviews will continue until no new insights or themes are observed. A typical qualitative study usually involves a group of participants consisting of 12 to 15 individuals. However, the exact number depends on achieving saturation.

4.4. Data Gathering Process

4.4.1. Semi-Structured Interviews

Semi-structured interviews are widely used for data collection because they offer versatility and flexibility. This method allows researchers to concentrate on specific subjects while also having the freedom to investigate relevant concepts that may emerge during the interview (Kallio et al., 2016). The process of creating interview guides for semi-structured interviews entails formulating a series of questions that provide guidance for the interview while still allowing for adaptability and thorough examination of the research subject (Oerther, 2021). A semi-structured interview guide will be formulated, with a specific emphasis on utilising open-ended questions to elicit participants' viewpoints and encounters pertaining to entrepreneurial drive and intergroup leadership dynamics. The interviews will be continued until data saturation is attained, guaranteeing that no novel insights or themes arise from subsequent interviews.

4.4.2. Data storage

The data collected shall be stored electronically in a Dropbox account owned by the researcher over a minimum of 10 years.

4.5. Data Analysis

The audio recordings obtained during the interviews were digitally stored with redundant backups to prevent data loss. The electronic files were securely stored in

a cloud-based platform (Dropbox) with password protection to guarantee the confidentiality of the collected data. The audio recordings were transcribed using the online transcript service Cockatoo. These transcripts were checked for errors and edited for 100% correctness. The analysis process involved the utilisation of interview transcriptions. The study utilised a thematic content analysis methodology, enabling the identification of themes based on the participants' distinct perspectives (Shannon & Hsieh, 2005; Vaismoradi, Turunen, & Bondas, 2013). Data analysis began post the interview process and was conducted in accordance with the research questions.

The aim of the analysis was to ascertain themes that yielded responses to each of the research questions. The analysis process involved using a computer-assisted qualitative data analysis software (CAQDAS), Atlas ti particularly. The procedure involved carefully examining each transcript, utilising the new intentional AI coding feature on Atlas ti to extract codes, and assigning codes into groups that accurately encapsulated the participants' responses. The codes were categorised according to shared semantics and their interrelationships (Saunders & Lewis, 2018). The categories were systematically grouped into thematic clusters, and each cluster was allocated a precise definition. The codes were then assigned to the relevant research question in order to adequately answer the research questions.

4.5.1. Thematic Analysis Summary

- Transcription: Interviews were audio-recorded and transcribed verbatim.
- Initial Coding: Data will be subjected to initial open coding to identify meaningful units of information. Atlas ti was used for the coding.
- Theme Development: Emerging themes and patterns were developed through intentional AI coding, and connections between themes will be explored.

4.6. Quality Controls

Several quality control measures will be implemented to ensure the rigour and credibility of the study:

- A standardised interview guide was utilised to ensure uniformity in the data collected during the interviews

- The participants' comprehension of the interview questions was regularly assessed throughout the interview process

- Audio recordings were transcribed verbatim

- The researcher ensured the reliability of the findings by conducting interviews until data saturation was reached, meaning that no new themes or insights emerged (Fusch & Ness, 2015; Morse et al., 2002)

- The suitability of interview participants was determined through the interviews

- Audit Trail: Detailed documentation of the research process, including decisions made during data collection and analysis, were maintained for transparency and potential future verification.

4.7. Ethical Considerations

Prior to initiating data collection, the researcher obtained ethical clearance from the Ethics Committee of the Gordon Institute of Business Science (GIBS). The consent form was verbally communicated to all participants, highlighting their right to withdraw and ensuring the preservation of their confidentiality and anonymity. Every participant was required to sign the consent form. Below is a summary of ethical considerations and actions:

- Ethical clearance approval by GIBS prior data collection

- Informed Consent: All participants were fully informed about the research, their rights, and the confidentiality measures in place prior to their participating in the study

- Confidentiality: All collected data was anonymised in the report and kept confidential, with access limited to the researchers involved in the study

- Data Protection: The research will comply with relevant data protection laws of the academic institutions UP and GIBS to ensure the secure storage and handling of sensitive data

- No incentives will be offered to respondents to participate in this business research study.

4.8. Research Limitations

The envisaged research limitations of this study were:

- Conceptual Ambiguity: The term "entrepreneurial hustle" may be open to subjective interpretation, resulting in diverse understandings among different respondents or researchers. The presence of this conceptual ambiguity may have an impact on the consistency and dependability of the findings
- The scope of permacrisis is broad, encompassing a diverse array of crisis scenarios. Every crisis possesses distinct attributes, making it difficult to extrapolate findings across various crisis types or levels of severity
- The study seeks to comprehend the entrepreneurial drive within the framework of dynamic global crises. The swiftly evolving nature of these crises may swiftly render the findings obsolete or inconsequential
- The second research question pertains to the intricate and often informal intergroup leadership dynamics, which pose challenges in terms of measurement and analysis due to their complexity
- Cultural and organisational variability can significantly influence the effectiveness and integration of entrepreneurial hustle, potentially limiting the applicability of the study's results.

5. RESULTS

5.1. Introduction

This chapter presents the primary findings drawn from the analysis of the data collected through the interviews. The chapter begins by providing a description of the sample, which aims to offer a contextual background for the presented findings. Moreover, it delineates the appropriateness of the sample to verify its adherence to the established criteria. Following that, the major themes that emerged from the qualitative analysis process in relation to each of the research questions posed in Chapter 3 are presented.

5.2. Sample Description

Table 1 displays the data pertaining to the fifteen interview participants featured in the study. Participant anonymity has been ensured by assigning a distinct participant code to each individual. The participants fulfil the criteria of being senior managers, regardless of their specialisation in any specific industry. The diverse range of industries, such as FMCG, Banking, Tech, Insurance, and FinTech, offered a comprehensive perspective on the first-hand experiences of entrepreneurial hustle, ongoing crises, and intergroup leadership. The primary criterion established was to interview participants in senior management positions who possess the authority to influence the execution of strategies in the midst of a permacrisis. All the interviews were conducted using videoconferencing.

Table 1 – Research Study Participants

Participant Code	Industry	Position	Gender
P1	FMCG	Operations Executive	Male
P2	Mining	Principal Business Development	Male
P3	Tech	Senior Operations Manager	Male
P4	Banking	Head of Segment	Male

P5	FMCG	Customer Strategy Planning Lead	Male
P6	FMCG	Commercial Operations Lead	Male
P7	Tech	Commerce Lead	Male
P8	FMCG	Senior Account Manager	Female
P9	FMCG	National Category Manager	Female
P10	Insurance	Head: Trade Marketing Operations	Male
P11	Banking	Senior Product Manager	Male
P12	Mining	Head of Portfolio Marketing	Female
P13	Banking	Senior Segment Strategy Manager	Male
P14	FMCG	National Account Manager	Male
P15	FinTech & Payments	Business Development Lead	Male

The table presents the gender distribution of the participants, which is irrelevant to both the findings and the study itself. The mention serves as a piece of information, not as a primary identifier for the sample. The researcher made a deliberate effort to ensure diversity in the sample in order to obtain a wide range of data. However, more importance was given to the relevance of the participants, meaning their ability to provide insights directly related to the research topic.

5.3. Data Saturation

Data collection should persist until all novel themes have been identified, adhering to a general guideline. This indicates that the data has reached its maximum capacity, and further data collection would yield minimal additional value. Accordingly, data collection ceased after the fifteenth interview. This phenomenon arose due to the point at which the data became saturated, as depicted in Figure 3 below, where no additional codes were obtained in the last two interviews that could not be categorised within any of the pre-existing themes.
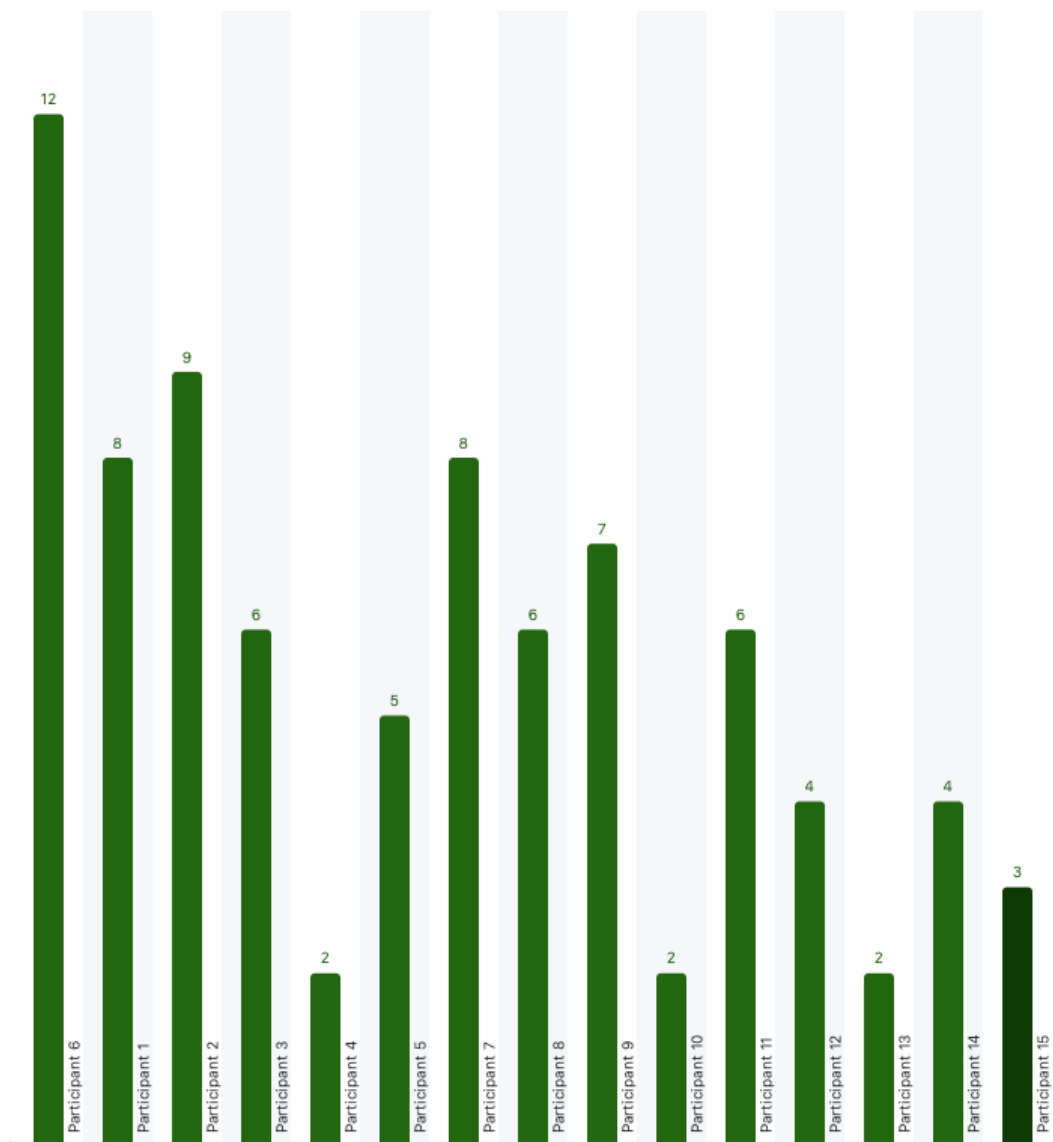
Figure 4 – Data Saturation – Number of new codes

5.4. Suitability of Sample

In order to verify that the interview participants met the specified sample criteria, which required them to hold a senior managerial position in their organisation, the participants were asked to disclose their position before the interview began. As the study is a narrative inquiry, it is crucial to consider both senior managers who demonstrate and who lack an entrepreneurial hustle mindset in their senior management teams. This promises to provide valuable insights into the factors that promote or hinder an entrepreneurial hustle mindset among senior management teams.

5.5. Presentation of results: codes and categories

A significant amount of information was obtained as a result of the data collection process. More than eleven hours of audio were recorded as a result of the fifteen interviews that were conducted. As a consequence of this, more than 98,000 words were transcribed, which is equivalent to more than 220 pages of basic interview information. CAQDAS, which stands for computer-assisted qualitative data analysis software, was utilised in order to perform the analysis on the data that was gathered, as was mentioned in the chapter on methodology. If the researcher had chosen to use a manual data analysis method, they would not have been able to accurately evaluate the quantity of raw data that was available to them.

Through the use of Atlas ti, the researcher was able to extract essential codes from the interviews, which facilitated the formation of categories, which were then organised into themes. According to what is stated in the section on methodology, the researcher utilised the Intentional AI Coding feature. This feature enables researchers to input particular research questions, context, aims, and topic. It is because of this that the artificial intelligence will not approach the analysis from a generic perspective. Atlas ti has provided the following project overview, which illustrates the total number of documents, codes, quotations, and memos that have been generated regarding the project:

Project Overview

Documents		15
Codes		337
Quotations		84
Memos		3
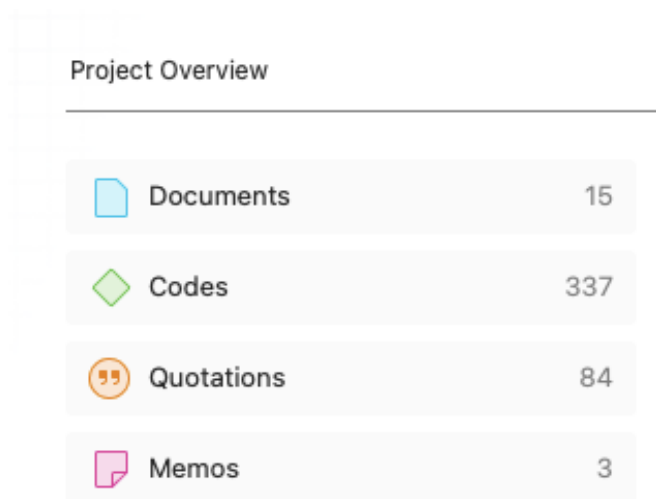
Figure 5 – Atlas ti Project Overview

From the 337 AI generated codes, the software was able to establish 24 categories from the codes. The established categories were:

Codes (24)	
Action	2
Adaptability	3
Alignment	2
Barriers to Operationalizing Entrepreneurial Hustle	4
Definition and Measurement of Entrepreneurial Hustle	35
Entrepreneurial mindset	3
Harnessing Entrepreneurial Hustle for Future Challenges	3
Impact of Intergroup Dynamics and Leadership on Entrepreneurial Hustle	22
Influence of Intergroup Dynamics on Entrepreneurial Hustle	2
Innovation	31
Intergroup Dynamics and Leadership Impact on Entrepreneurial Hustle	2
Leadership Behaviors and Entrepreneurial Hustle	2
Organizational challenges	4
Organizational Influence	12
Outcomes of Entrepreneurial Hustle	25
Perceived Importance of Entrepreneurial Hustle	2
Proactive Measures for Harnessing Entrepreneurial Hustle	4
Risk aversion	2
Speed	4
Stakeholder engagement	6
Strategic execution	23
Strategies for Sustainable Entrepreneurial Hustle	4
Support	2
Sustainability of Entrepreneurial Hustle	3

Figure 6 – List of code-categories

5.5.1. Main themes from the data analysis

Three overarching themes were identified based on the categories.

5.5.1.1. Theme 1: Strategic Adaptation and Execution in Permacrisis

This theme encompasses the critical elements that senior managers must consider in order to effectively leverage collective entrepreneurial hustle. The requirements include the need for flexibility, deliberate planning, and effective implementation, as well as the ability to understand and overcome obstacles. It also recommends prioritising the development of an entrepreneurial mindset within the organisation, as well as prompt decision-making and effective risk management. The primary goal is

to ensure the organisation's long-term viability and prosperity in the face of ongoing and demanding crisis situations.

5.5.1.2. Theme 2: Leadership Dynamics and Intergroup Collaboration

The second theme unpacks the complex dynamics of intergroup relationships and leadership in senior management teams. It examines how leadership behaviours and intergroup dynamics influence the integration and effectiveness of entrepreneurial hustle.

5.5.1.3. Theme 3: Future-Proofing Through Entrepreneurial Mindset

This theme covers the future implications of an entrepreneurial hustle mindset in management practices, with a focus on its expected role and evolution. This entails implementing novel ideas, assessing the organisation's impact, and considering the long-term effects and viability of entrepreneurial hustle mindsets. It also includes the importance placed on entrepreneurial activities within the management team as a preparatory measure for future global crises.

5.5.2. Triangulation of Results

In order to acquire a comprehensive comprehension of the phenomenon, the researcher decided to investigate the perspectives of senior managers concerning the elements that influence the utilisation of entrepreneurial hustle within senior management teams, particularly with regard to intergroup leadership during a period of crisis that is still ongoing. The categories that correspond to the themes that emerged as a result of each research question are presented in Table 2, which displays the themes that emerged.

Table 2 – Triangulation Matrix

Research Question	Theme	Categories
What are the key factors that senior managers need to consider to effectively utilise collective entrepreneurial hustle as a tool for survival and success during challenging permacrisis situations?	Strategic Adaptation and Execution in Permacrisis	Adaptability
		Alignment
		Barriers to Operationalizing Entrepreneurial Hustle
		Entrepreneurial mindset
		Harnessing Entrepreneurial Hustle for Future Challenges
		Organizational challenges
		Proactive Measures for Harnessing Entrepreneurial Hustle
		Risk aversion
		Speed
		Strategic execution
		Organizational challenges Strategies for Sustainable Entrepreneurial Hustle
		Support
What is the impact of intergroup leadership dynamics on the integration and effectiveness of collective entrepreneurial effort in senior management teams during periods of prolonged crisis?	Leadership Dynamics and Intergroup Collaboration	Impact of Intergroup Dynamics and Leadership on Entrepreneurial Hustle
		Influence of Intergroup Dynamics on Entrepreneurial Hustle
		Intergroup Dynamics and Leadership Impact on Entrepreneurial Hustle
		Leadership Behaviors and Entrepreneurial Hustle
		Stakeholder engagement
What role will an entrepreneurial hustle mindset play in senior management teams in the future, considering the evolving nature of global crises?	Future-Proofing Through Entrepreneurial Mindset	Definition and Measurement of Entrepreneurial Hustle
		Innovation
		Organizational Influence
		Outcomes of Entrepreneurial Hustle
		Perceived Importance of Entrepreneurial Hustle
		Sustainability of Entrepreneurial Hustle

5.6. Results for Research Question 1 (RQ1)

RQ1: What are the key factors that senior managers need to consider to effectively utilise collective entrepreneurial hustle as a tool for survival and success during challenging permacrisis situations?

This aim of this research question was to examines the key factors that senior managers must consider to successfully utilise collective entrepreneurial drive as an approach in challenging and prolonged crises. This entails an examination of factors or components that senior managers must comprehend and exploit to effectively utilise this approach. The emphasis lies in identifying the factors that render collective entrepreneurial hustle a feasible instrument for navigating and prospering in difficult circumstances.

5.6.1. Key Findings for RQ1

The following section presents key findings from a detailed investigation on cultivating an entrepreneurial mindset within organisations. The main areas of emphasis include the importance of diversity in talent acquisition, senior management efforts to foster innovative thinking, operational tactics for ongoing enhancement, and the distinct challenges and strategies involved in nurturing individual and collective entrepreneurial drive.

5.6.1.1. Talent Acquisition with a Focus on Diversity

The research reveals a widespread pattern in companies to recruit individuals who possess similar characteristics. To address this issue and encourage a mindset that values entrepreneurship, it is crucial to implement a more varied and inclusive hiring process. This entails deliberately challenging stereotypes and actively seeking out individuals from diverse backgrounds and experiences. The significance of talent management, retention, and internal rotation is emphasised, promoting employees to actively pursue diverse positions within the organisation. Below are some of the quotations from participants:

"Companies sometimes tend to hire the same sort of people. And to get that collective entrepreneurial hustle, you do need to hire a diversity of people and continuously look for people that have that entrepreneurial hustle spirit or people that are different from each other, so you can get different ideas coming in."

"So, I guess it's in the hiring process and the people that are brought into the

organization. A lot of companies are now trying to hire younger people. They think that Gen Z's have that entrepreneurial hustle experience and that they'll disrupt the norm. So, I guess it's that, your talent management, and your talent retention. And rotation, and now you rotate people, so you can't have someone in the same function within for like 10 years"

5.6.1.2. Senior Management Entrepreneurial Mindsets

Investments in workshops and training targeting senior management are essential. The objective of these endeavours is to stimulate leaders to explore beyond conventional limits and scrutinise established customs. Implementing this strategy is crucial for an entrepreneurial hustle mindset cultivating a culture of innovation and adaptability among senior management professionals. Below are some of the quotations from participants:

"They provide ongoing training and development opportunities for senior managers, just so that they can enhance some of the attributes that are linked with having an entrepreneurial skill set"

"We're doing a lot of workshops, even today, I came out of a workshop today, to talk about agility and what it takes to be agile, what it takes to foster that in your team"

"Our company is investing in these workshops or work groups at the senior management level to try and get people to think like that"

5.6.1.3. Operational Strategies for Innovation

At the operational level, the focus is on promoting innovation and motivating ongoing improvement. This approach guarantees that the entrepreneurial mindset is not limited to the managerial level but is deeply embedded in the entire organisation. Below is quote from a participant highlighting the importance of this point:

"… whether that be coaching or workshops or whatever, so that they become the change agents or the main people in the organization that drive it. And so it goes, obviously, cascaded down."

5.6.1.4. Obstacles in Cultivating an Entrepreneurial Hustle Mindset

Organisations frequently face opposition to change, bureaucratic hierarchies, legacy processes and a fear of failure, all of which can hinder the cultivation of an entrepreneurial hustle mindset. Possible strategies encompass the facilitation of efficient communication, engagement of employees in decision-making processes, the creation of cross-functional teams to reduce hierarchical structures, and the fostering of a culture that embraces and derives lessons from failures. Below are some of the quotations from participants:

"The risk-averse culture can definitely discourage employees from taking some of the risks that are associated with being an entrepreneur. You're often thinking outside of the box and you're trying to speak, you're outside of the box, you're communicating to people inside of a box. That can be very challenging sometimes. So how do we now attack that type of problem then? I would say you need to promote a culture that accepts and learns from failure"

"I think you know it's a very rare thing in corporate entrepreneurial hustle, you know, especially working in a bank like [classified], there's a legacy of process and compliance, right, that really hinders any sort of innovation in this particular context."

"… I think our CEO is, we have quarterly reviews with our CEO and every quarter he tells us about how big the change is that is in front of us, and how nimble we need to be, and how agile we need to be, and we need to be making quick decisions, we need to forget about how we've been doing things."

5.6.1.5. Individual vs Collective Entrepreneurial Hustle

The individual entrepreneurial hustle is distinguished by an individual's personal ambition, vigour, and proactive attitude. The leaders in this category display a proactive approach to innovation, emphasising immediate objectives and introducing novel ways of thinking. Nevertheless, they frequently encounter obstacles such as opposition from leaders and a dearth of acknowledgment.

Conversely, the collective entrepreneurial endeavour is motivated by a shared

culture and leadership practices. The findings highlight the importance of fostering creativity, embracing uncertainty, and promoting a collective set of principles among a dedicated group of internal entrepreneurs striving towards shared goals and acknowledging collaborative achievements. Below is quote from a participant highlighting the importance of this point:

"I think if you were to come and attend one of our business updates, you would probably think we're just a large-scale start-up. In the manner in which our executive teams just present, the way that they come together, it's almost like a group of entrepreneurs who are just so passionate about what they do. And that you can just see it in their culture, you can just see it in their leadership as well. You know, the way they share risks, there's a very systemic type of impact as well. But there's mutual accountability, right. There's mutual accountability where members of the senior management team, they hold each other mutually accountable for achieving the shared entrepreneurial goals and results. That's why you see the collective coming through."

5.6.1.6. Understanding and Implementing Entrepreneurial Hustle

The notion of entrepreneurial hustle is reasonably understood in business. Although a few leaders implement it, it is not extensively formalised. To achieve a successful transformation, it is crucial to have a purposeful and well-supported approach, with all levels of management in agreement and actively promoting this change through coaching and workshops. Below is quote from a participant highlighting the importance of this point:

"So, you need to have that mindset, for lack of a better term, available in senior management that helps enable an initiative and doesn't say, comes in because especially in corporate, if you as an individual exhibit an entrepreneurial hustle but your department doesn't, you are going to be constrained. And you are not going to get anything done"

5.6.1.7. Responsibilities of Senior Managers

Senior managers have a vital role in promoting this mindset. They must demonstrate

personal motivation, ambition, and a proactive attitude, assuming responsibility for projects and actively pursuing external partnerships. Below is quote from a participant highlighting the importance of this point:

"when I think about hustle within senior management team, I think it's being able to set an environment where the team in itself, they are able to ideate on the problem statement"

5.6.1.8. Implementing organisational change to foster entrepreneurial hustle

Organisational change should be purposeful, commencing from the highest echelons of leadership but not exclusively dependent on top-level management. It is crucial to align managers and equip them with coaching or workshops to transform them into catalysts for change within the organisation.

In conclusion, the results emphasise the significance of diversity, inventive thinking, and operational strategies in cultivating an entrepreneurial mindset within organisations. By focusing on these specific areas, companies can foster a culture that is adaptable, creative, and able to recover quickly, which is crucial for achieving sustained success in a rapidly changing business environment.

5.7. Results for Research Question 2 (RQ2)

RQ2: What is the impact of intergroup leadership dynamics on the integration and effectiveness of collective entrepreneurial effort in senior management teams during periods of prolonged crisis?

This research question examines how the leadership dynamics within various groups, such as inter-team or interdepartmental, impact the implementation and effectiveness of collective entrepreneurial drive within senior management teams. The research question proposes an examination of the interactions, relationships, and power dynamics between different leadership groups and how they impact the implementation and effectiveness of collective entrepreneurial hustle in prolonged crises. The focus is on comprehending the intergroup elements of leadership that

can either support or impede the collective entrepreneurial drive.

5.7.1. Key Findings for RQ2

This section synthesizes key findings from the research which address RQ2 into organisational behaviour, focusing on decision-making, innovation, and change management. It highlights the impact of principles, culture, leadership practices, and demographics on the entrepreneurial hustle within organisations.

5.7.1.1. Principles in Decision-Making

The findings underscores the critical role of principles in decision-making, especially during crises. A strong foundation in principles not only streamlines decision-making processes but also facilitates rapid response in challenging times. Below is quote from a participant highlighting the importance of this point:

'The second layer is, do you need all 10 things to make a decision on this? Or do the four key elements out of the usual 10 decision step process give us 80% confidence? Of course taking in different variables that this is a go or no go decision"

5.7.1.2. Leadership and Organisational Tone

Leadership practices, particularly at the senior management level, significantly influence the organisation's overall culture. An entrepreneurial spirit and passion among executive teams have a cascading effect, promoting a similar mindset throughout the organisation. Below are some of the quotations from participants:

"as a senior manager, you need to lead by example"

"People behave as their leader behaves and if the leader doesn't care, why should they care? It's not a priority for the leader"

5.7.1.3. Mutual Accountability and Strategic Alignment

There is an emphasis on mutual accountability among senior managers, ensuring

collective responsibility for achieving entrepreneurial goals. Strategic alignment of new initiatives with organisational objectives is equally stressed.

5.7.1.4. Demographic Influences on Change Adoption

Employee demographics, including tenure and age, play a crucial role in change adoption. Older employees often show resistance, favouring structure, while younger employees, especially those with engineering backgrounds, seek more freedom and opportunities for self-expression. Below is quote from a participant highlighting the importance of this point:

"Oddly enough, I'd say demographics plays a big role. So if I think about just using, I'll use my management team, so the team that reports to me, the head of departments, there's 11 of them, and they are between some of the demographics that come into play is the employee tenure, so how long they've been there, and I mean some of them have been there for 27 years, some of them have been there for two, and that plays a massive role"

5.7.1.5. Variability in Change Embrace

Different organisational levels exhibit varying degrees of change acceptance. While top management may show resistance, more willingness is observed at the functional executive level. Clear strategies and the implementation of change leaders can enhance change acceptance. Below is quote from a participant highlighting the importance of this point:

"… if you've got some senior managers that are resistant to change and are insecure and you've got others that are all for change, which is actually what I think is part of team, you're going to have a lot of politics."

5.7.1.6. Conflicts Arising from Differing Attitudes Towards Change

Diverse attitudes towards change within the organisation can lead to conflicts, necessitating effective conflict management strategies.

In conclusion, the entrepreneurial hustle within a company is significantly influenced by its culture, leadership practices, and emphasis on innovation and risk-taking. Establishing a culture that supports innovation, mutual accountability, and a focus on strategic objectives can substantially enhance an organisation's adaptability and growth potential.

5.8. Results for Research Question 3

Research Question 3: What role will an entrepreneurial hustle mindset play in senior management teams in the future, considering the evolving nature of global crises?

This research question examines the potential changes in the role and significance of an entrepreneurial hustle mentality in senior management teams in response to evolving global crises. This analysis is future-oriented, with the goal of predicting or forecasting how the concept of entrepreneurial hustle will be harnessed or evolve as the global business and crisis landscape continues to develop.

5.8.1. Key Findings for RQ3

The key findings for RQ3 outline focusing on the integration of entrepreneurial hustle within organisational structures. The findings emphasize the deliberate efforts required from senior management to foster an entrepreneurial culture and the strategies to support this initiative.

5.8.2. Top-Down Approach and Leadership Involvement

A fundamental insight from the respondent is the necessity for the initiation of entrepreneurial hustle to be a top-down approach. Leadership involvement is crucial; senior management must not only advocate for this mindset but also actively demonstrate it through their actions and decision-making processes. This approach ensures that the concept of entrepreneurial hustle is not just a theoretical idea but a practical element of the organisational culture. The following quote cements this point of view:

"… the lack of entrepreneurial mindsets in the company driven by the fact that there's, besides the systems being a cake, the leadership as well and the culture and the structure of the organization plays a role in terms of how far that entrepreneurial hustle can go"

5.8.3. Structuring the Organisation for Entrepreneurial Initiatives

To effectively nurture an entrepreneurial hustle mindset, the organisation should be structured in a way that supports and drives entrepreneurial initiatives. This can be achieved through various means such as:

- **Coaching and Workshops:** Implementing programs that encourage and educate employees about entrepreneurial methods and mindsets.
- **Internal Talent Management:** Recognizing and cultivating the entrepreneurial skills of existing employees.
- **Flexible Organisational Structure:** Adopting a structure that allows for flexibility and adaptability, key elements in fostering an entrepreneurial culture.

5.8.4. The Role of Diversity

The research highlights the significant role of diversity in enhancing entrepreneurial hustle within an organisation. Hiring individuals from varied backgrounds and perspectives contributes to a richer, more innovative entrepreneurial environment. This diversity leads to a variety of ideas and approaches, essential for breaking out of traditional mindsets and developing novel solutions.

5.8.5. Clarity, Focus, and Decision Making

Another critical aspect of fostering an entrepreneurial hustle mentality is the importance of clarity and focus. Entrepreneurship is not just about innovation and creativity but also about having a clear vision and objectives. Senior management plays a pivotal role here, as they need to set clear goals and make decisive moves that align with the entrepreneurial vision of the organisation.

In conclusion, cultivating an entrepreneurial hustle within an organisation requires a deliberate, structured approach that starts from the top. Senior management must lead by example, fostering an environment that supports entrepreneurial initiatives through coaching, workshops, and a flexible organisational structure. Diversity in hiring and internal talent management further contributes to a dynamic entrepreneurial culture. Clarity, focus, and decisive leadership are essential in ensuring that the entrepreneurial hustle is effectively integrated into the organisation's fabric.

5.9. Conclusion

This chapter presents the primary discoveries obtained from interviews conducted with 15 senior managers from the FMCG, Banking, Tech, Insurance, and FinTech industries. The study focused on the dynamics of entrepreneurial drive, crises, and leadership within different groups. Gender was not a significant factor in the videoconferencing sample. Data saturation was achieved after the fifteenth interview, as no additional codes were identified across all themes. In order to ascertain the appropriateness of the sample, the positions of the participants were disclosed prior to the interview. This study explores the factors that influence the entrepreneurial hustle mindset of senior management teams. The data was analysed utilising a comprehensive criterion for diversity and pertinence. The study highlights the importance of diversity in recruiting talented individuals, the efforts made by senior management to encourage innovative thinking, the operational strategies employed for ongoing improvement, and the challenges and approaches involved in fostering individual and collective entrepreneurial motivation. In order to promote entrepreneurship, companies should actively seek out and hire candidates from diverse backgrounds, while also challenging and breaking down stereotypes. Employees are strongly encouraged to pursue various roles and responsibilities within the organisation through talent management, retention, and internal rotation.

6. DISCUSSION OF RESULTS

6.1. Introduction

The results presented in Chapter 5 were gathered using the process described in Chapter 4 and are thoroughly discussed in this chapter. The insights presented in this chapter are compared and contrasted to the existing literature presented in Chapter 2 in order to reach definitive conclusions about the research questions identified in Chapter 3. The insights contribute to an improved understanding of the factors influencing how senior management teams can harness entrepreneurial hustle from an intergroup leadership perspective in the era of permacrisis.

6.2. Discussion of Results for Research Question 1

RQ1: What are the key factors that senior managers need to consider to effectively utilise collective entrepreneurial hustle as a tool for survival and success during challenging permacrisis situations?

The following table summarizes the key findings from the data collection process which answers RQ1:

Table 3 – RQ1 – Summary of findings

Factor(s)	Detailed Key Findings
Talent Acquisition with a Focus on Diversity	Companies often hire similar types of people, limiting innovation. Importance of varied and inclusive hiring to encourage entrepreneurship. Talent management, retention, and internal rotation are emphasized to bring different ideas and experiences into the organisation.
Senior Management Entrepreneurial Mindsets	Training and workshops for senior managers are crucial for innovation. Encourages leaders to think beyond conventional limits and question established customs. Aims to cultivate a culture of innovation and adaptability among senior management.

Operational Strategies for Innovation	Innovation and continuous improvement are promoted at the operational level. Ensures the entrepreneurial mindset is not just at the managerial level but throughout the organisation. Focuses on making employees the change agents and driving innovation.
Obstacles in Cultivating an Entrepreneurial Hustle Mindset	Resistance to change, bureaucratic hierarchies, and fear of failure hinder mindset cultivation. Strategies should include promoting a culture that accepts and learns from failure. Emphasizes efficient communication and employee engagement in decision-making.
Individual vs Collective Entrepreneurial Hustle	Individual hustle involves personal ambition and proactive innovation, but often faces resistance. Collective hustle is driven by shared culture and leadership, focusing on creativity and shared values. Highlights the importance of mutual accountability and collaborative achievements.
Understanding and Implementing Entrepreneurial Hustle	Entrepreneurial hustle is understood but not widely implemented in business. Successful transformation requires purposeful support and agreement at all management levels. Emphasizes the role of coaching and workshops in promoting change.
Responsibilities of Senior Managers	Senior managers should demonstrate motivation, ambition, and proactive attitudes. Responsible for setting an environment for ideation and problem-solving. Should actively pursue external partnerships and project responsibilities.
Implementing Organisational Change	Change should originate from top leadership but involve all levels. Managers need to be aligned and equipped to act as catalysts for change. Emphasizes the role of coaching and workshops in facilitating this transformation.

The key findings from the research are directly relevant to the literature on promoting entrepreneurial hustle in established organizations, particularly aligning with the principles outlined by Kuratko et al. (2023):

- Confer Permission:
  - Research Findings: Senior managers should foster an atmosphere that enables the implementation of diverse and inclusive recruitment methods. This is consistent with Kuratko et al.'s (2023) focus on granting permission to engage in entrepreneurial activity, deviating from conventional practices that may involve hiring and allocating resources.
  - Literature Context: This approach promotes a deviation from conventional practices and norms, enabling the use of more innovative and unconventional methods in talent acquisition and management.
- Celebrate Experimentation:
  - Research Findings: The emphasis on operational strategies pertaining to innovation and learning from failures implies a culture that highly esteems the act of experimentation. The research recognises obstacles such as reluctance to change and fear of failure, suggesting the implementation of a culture that welcomes and derives lessons from these failures.
  - Literature Context: This aligns with Kuratko et al.'s concept of prioritising experimentation rather than perfectionism. According to Sönmez & Yldrm (2019), it is essential to have a nurturing atmosphere that appreciates taking risks and creative concepts.
- Compress Time:
  - Research Findings: The focus on individual versus collective entrepreneurial hustle and the execution of organisational transformation within strict time limits exemplifies the principle of time compression. The study explores the significance of rapid decision-making and embracing ambiguity.
  - Literature Context: Kuratko et al. (2023) emphasise the importance of prioritising proactive measures and rapid decision-making in entrepreneurial pursuits. This is especially pertinent in emergency scenarios, where prompt reaction and adaptability are crucial.
- Diversity in Talent Acquisition and Senior Management Mindsets:
  - Research Findings: Emphasise diverse and inclusive recruitment strategies and forward-thinking leadership by senior managers.
  - Additional Literature Context: Chang et al. (2017) emphasise the

influence of leadership behaviours on entrepreneurship at the unit level. The results indicate that various leadership styles, including those that promote diversity and innovation, have a significant impact on collective entrepreneurship.

- Operational Strategies for Innovation:
  - Research Findings: Place strong emphasis on fostering innovation and fostering a culture of continuous improvement across the entire organisation.
  - Additional Literature Context: Hornsby et al. (2013) emphasise the significance of organisational preparedness for entrepreneurship. The research findings support the idea that operational strategies should be developed to improve the preparedness of organisations for implementing innovative practices.

- Challenges in Cultivating an Entrepreneurial Hustle Mindset:
  - Research Findings: Identify obstacles such as opposition to change and bureaucratic hierarchies.
  - Additional Literature Context: Ilie et al. (2021) examine the hindering impact of institutional beliefs and attitudes on entrepreneurship. This is consistent with the research findings that indicate the importance of addressing attitudinal obstacles and fostering a culture that supports entrepreneurial hustle.

- Individual vs Collective Entrepreneurial Hustle:
  - Research Findings: Discuss the importance of balancing individual ambition with collective entrepreneurial efforts.
  - Additional Literature Context: Comeche & Loras (2009) examine the influence of individual and collective attitudes on entrepreneurship. This supports the research findings that emphasise the importance of coordinating individual and group efforts to create a favourable environment for entrepreneurship.

- Implementing Organizational Change:
  - Research Findings: Emphasize the role of top management in initiating change and involving all levels.
  - Additional Literature Context: Zhang and Cao (2020) highlight the impact of power dynamics among senior managers on entrepreneurship. The research findings indicate that the attitude of

senior executives towards change has a significant impact on promoting or impeding collective entrepreneurship.

To summarise, the research findings are consistent with the existing literature on promoting entrepreneurial drive within established organisations. The primary emphasis is placed on establishing a culture that fosters innovative thinking, diverse viewpoints, and swift adjustment to changes and obstacles, aligning with the principles of granting authorization, embracing experimentation, and reducing time as described by Kuratko et al. (2023). The primary novel discovery, which deviates from the literature discussed in chapter 2, pertains to the *Talent Acquisition with a Focus on Diversit*y factor. This is a crucial factor for organisations aiming to instill an entrepreneurial mindset and drive.

6.3. Discussion of Results for Research Question 2

RQ2: What is the impact of intergroup leadership dynamics on the integration and effectiveness of collective entrepreneurial effort in senior management teams during periods of prolonged crisis?

The following table summarizes the key findings from the data collection process which answers RQ2:

Table 4 – RQ2 – Summary of findings

Factor(s)	Detailed Key Findings
Principles in Decision-Making	Principles are crucial for streamlined and effective decision-making, particularly in crisis situations. They allow for simplification of decision steps, providing sufficient confidence for rapid actions based on fewer, but more critical, decision elements.
Leadership and Organisational Tone	The leadership style and practices, especially in senior management, profoundly influence the overall culture of the organisation. Demonstrating an entrepreneurial spirit and passion at this level creates a cascading effect, inspiring similar mindsets across the organisation.

Mutual Accountability and Strategic Alignment	There's a strong emphasis on mutual accountability among senior managers, which ensures a collective responsibility towards achieving entrepreneurial goals. Strategic alignment of new initiatives with the organisation's objectives is also emphasized, ensuring that all efforts are coherent and support the overarching goals.
Demographic Influences on Change Adoption	Employee demographics, particularly tenure and age, play a significant role in the adoption of change. Older employees often show resistance to change and favour structure, whereas younger employees, are more inclined towards freedom and self-expression. The diversity in tenure within teams can greatly affect their response to organisational changes.
Variability in Change Embrace	Different levels within the organisation exhibit varying degrees of acceptance towards change. While top management might show resistance, there is often more willingness to embrace change at the functional executive level. Implementing clear strategies and appointing change leaders can help in enhancing acceptance of change across different levels
Conflicts Arising from Differing Attitudes Towards Change	The presence of diverse attitudes towards change within an organisation can lead to internal conflicts. This necessitates the implementation of effective conflict management strategies to navigate and mitigate these differences, ensuring smooth transitions and adaptations to change.

The research's key findings can be analysed in relation to the existing literature on collective entrepreneurial effort and intergroup leadership in the following manner:

- Principles in Decision-Making: The literature highlights the importance of robust leadership and efficient utilisation of individual entrepreneurial drive. The research finding on the significance of principles in decision-making supports this notion by emphasising how efficient and principle-driven decisions can enable prompt and efficient responses, which are essential in crisis leadership. This is consistent with the findings of Svanberg &

Neidermeyer (2017) and Salehi et al. (2021), who emphasise the significance of effective leadership in fostering collaboration and reducing conflicts.

- The discovery that leadership practices influence organisational culture aligns with the literature's focus on senior management exemplifying intergroup collaboration (Hogg et al., 2012). Kuratko et al. (2023) discuss how senior managers can create a collaborative environment and unite group identities towards common objectives by setting a good example and encouraging an entrepreneurial mindset.

- The research highlights the importance of mutual accountability and strategic alignment, which can be attributed to the interdependence of shared goals and collaboration (Wang & Varma, 2018). This alignment ensures that various leadership groups function harmoniously towards shared goals, thereby optimising the advantages of intergroup collaboration.

- The findings demonstrate that demographic factors have a significant influence on the adoption of change. This highlights the importance of comprehending and effectively managing the dynamics between different groups. Employees of varying age groups, who belong to distinct group identities within an organisation, necessitate customised strategies to promote cooperation and reduce opposition, in accordance with Pittinsky and Simon's (2007) concepts for enhancing favourable intergroup attitudes.

- Analysis of the Variability in Embracing Change and Conflicts Arising from Divergent Attitudes Towards Change: The findings presented here align with the intergroup literature's focus on the significance of trust and cooperation in conflict resolution (Prati et al., 2019). The research indicates that it is important to use strategies to handle different attitudes towards change. This is necessary to improve trust between different groups and reduce conflicts.

To summarise, the research findings offer practical insights that are consistent with the theoretical frameworks discussed in the literature. They stress the significance of making decisions based on principles, exhibiting effective leadership, holding each other accountable, recognising the impact of demographics, and managing

relationships between different groups in order to foster a shared entrepreneurial drive within organisations. These insights are essential for creating strategies that promote collaboration, reduce conflict, and strengthen group identity in accordance with organisational objectives.

6.4. Discussion of Results for Research Question 3

Research Question 3: What role will an entrepreneurial hustle mindset play in senior management teams in the future, considering the evolving nature of global crises?

The following table summarizes the key findings from the data collection process which answers RQ3:

Table 5 – RQ3 – Summary of findings

Factor(s)	Detailed Key Findings
Top-Down Approach and Leadership Involvement	The initiation and fostering of entrepreneurial hustle should start from senior management. Leaders must not only advocate for this mindset but exemplify it through their actions and decision-making, ensuring it becomes an integral part of the organisation's culture
Structuring the Organisation for Entrepreneurial Initiatives	Organizations need to create structures that facilitate entrepreneurial activities. This involves: • Implementing coaching and workshops to educate about entrepreneurial methods • Cultivating entrepreneurial skills in employees through internal talent management • Adopting an organisational structure that allows flexibility and adaptability, key to an entrepreneurial culture.
The Role of Diversity	Hiring a diverse workforce is crucial. Individuals from varied backgrounds bring different perspectives, contributing to a richer, more innovative entrepreneurial environment. This diversity is essential for breaking traditional mindsets and

	fostering novel solutions.
Clarity, Focus, and Decision Making	Entrepreneurship requires more than innovation; it demands a clear vision and specific objectives. Senior management has a pivotal role in setting these clear goals and making decisive actions that are in line with the organisation's entrepreneurial ambitions.

This research question was inductive to be able to provide a foundation for meaningful practice of collective entrepreneurial hustle. These five factors as listed in the table (RQ2 – Summary of findings) present a practical toolkit to embark on the journey of harnessing an entrepreneurial hustle mentality from the senior management team. Asking participants to imagine a future served as an insightful approach to reflect on their current shortcomings which the ideal state of the future would address. It also presented an opportunity to dissect on the pertinent factors towards harnessing an entrepreneurial hustle mentality. Below is a potential model for harnessing an entrepreneurial hustle mentality:

Figure 7 – Towards a Collective Entrepreneurial Hustle Model for Established Organisation

6.5. Conclusion

This chapter has thoroughly examined and discussed the findings obtained from the research questions, offering a comprehensive comprehension of the intricacies and subtleties associated with utilising entrepreneurial drive within senior management teams, specifically in the context of a persistent crisis environment. The findings derived from this research make a substantial contribution to both scholarly theory and real-world implementation in the domains of leadership and entrepreneurship.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Introduction

The objective of this study was to examine the effectiveness and difficulties faced by senior managers when they embrace the mindset of 'entrepreneurial hustle' in well-established companies, within the framework of the persistent and prolonged crises referred to as 'permacrisis' (Turnbull, 2022). There is a growing acknowledgment of the significance of entrepreneurial hustle, which entails prompt, innovative, and focused actions in uncertain circumstances (Fisher et al., 2020). However, there remains a lack of comprehension regarding its collective application in corporate settings. The study aimed to analyse the barriers to integrating this mindset into the operational frameworks of organisations, with a particular focus on the impact of intergroup leadership in fostering an entrepreneurial culture. The research conducted a qualitative narrative study, as described in the methodological chapter. The results were presented in chapter 5, followed by a discussion of the findings in chapter 6. This chapter will summarise important findings and provide conclusions and recommendations for future research, while also considering the academic and practical contributions.

7.2. Synthesizing Key Insights

Adapting to Permacrisis with Entrepreneurial Hustle: The study affirms that senior management teams can successfully navigate permacrisis situations by embracing an entrepreneurial hustle mindset. This approach necessitates the amalgamation of varied talent acquisition, operation strategies centred on innovation, and a resolute leadership dedication to cultivating an entrepreneurial culture.

Intergroup Leadership Dynamics: The research has emphasised the crucial significance of intergroup leadership dynamics in fostering a shared entrepreneurial mindset. Principles such as decision-making, leadership styles, mutual accountability, and strategic alignment play a crucial role in driving this process. Comprehending the demographic factors and handling conflicts that arise from varying attitudes towards change are crucial for successfully integrating entrepreneurial endeavours.

Anticipated Developments in Entrepreneurial Hustle: In the future, the significance of entrepreneurial drive in senior leadership is expected to become more important as global crises continue to change. The research highlights the significance of implementing a hierarchical approach to foster entrepreneurial endeavours, with a particular emphasis on the necessity of explicit leadership engagement, flexible organisational frameworks, diversity, and targeted decision-making. *Figure 7* serves a actionable framework to harness entrepreneurial hustle in established organisations.

Figure 7 – Towards a Collective Entrepreneurial Hustle Model

7.3. Academic Contribution of this Study

By providing empirical evidence on the significance of entrepreneurial hustle in senior management, particularly during times of crisis, this research helps to fill a gap in the existing body of literature. Intergroup dynamics and entrepreneurial leadership are both incorporated into this framework, which allows it to extend the theoretical frameworks.

The findings make it possible for academic institutions to codify and draw a deeper understanding of the nuances that both hinder and enable entrepreneurial hustle

within the context of established organisations. The findings offer a different point of view on the role of senior managers and leaders in general from the point of view of how the intersection of entrepreneurship and leadership within the context of a permacrisis can be understood and studied.

7.4. Recommendations for Senior Managers

In order to foster an environment that fosters entrepreneurial thinking and behaviour, senior management teams should prioritise the establishment of a culture. The reorganisation of organisational practices to facilitate innovation, the promotion of diversity within teams, and the development of strategies to effectively manage change and conflict are all necessary steps in this process. A concrete framework is provided in Figure 7, which is titled "Towards a Collective Entrepreneurial Hustle Model for Established Organisation." This framework can provide senior managers with the ability to devise actionable plans on how to cultivate an entrepreneurial hustle mentality within the context of an ongoing crisis. In the foundational literature, the fruits of entrepreneurialism have been extensively discussed, and the gap in knowledge regarding how to incorporate it into an existing organisation has been filled with the findings of this study.

7.5. Suggestions for Future Research

The extent to which these findings can be generalised to a variety of different fields and cultural settings could be the subject of consideration in potential future investigations. Additionally, longitudinal studies have the potential to offer more profound understandings regarding the sustainability and long-lasting effects of entrepreneurial drive within senior management teams. This is because longitudinal studies are able to follow participants over time.

7.6. Conclusion

Ultimately, this research sheds light on how senior management teams can successfully utilise entrepreneurial drive in a time that is characterised by ongoing crises. By embracing diversity, cultivating an innovative culture, and aligning leadership practices with entrepreneurial principles, organisations have the potential

to thrive in the face of challenges. Leaders who want to guide their organisations through periods of uncertainty with adaptability, ingenuity, and perseverance can benefit greatly from the structure that is provided by the findings of this study.

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