

Ambidextrous Leadership for Innovation in the Corporate World

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Abstract

Ambidexterity, defined as the corporate's capability in supporting both explorations as well as exploitation, is recognized as an essential means to be innovative. While in the beginning, it was considered a corporate empathetic capability, but the accomplishment of an ambidextrous corporate is initially and also primarily a leadership challenge. Advocating the concept of ambidextrous leadership as a perceptual tool to be innovative, Rosing et al., (2011) developed a plan to explain how an ambidextrous leader can flexibly shift between the open and also closing behaviours based on the requirement of a specific task to perform innovatively. The core purpose of this research was to advocate the aspects that trigger a corporate leader shifting successfully between both opposing behaviours of leadership as well as contributing indicators to measure those results generated due to shifting between contrasting leadership behaviours.

Keywords:

Ambidexterity, Innovation, Corporate Leadership, Exploration, Exploitation

Introduction

The impact of corporate leadership on innovation is a matter of increasing importance in the academic literature. Some researchers argue that organizational leadership is one of the key determinants of innovation (Mumfort et al., 2002), but major developments are currently considered one of the greatest challenges in the process of innovation (Oke, Munshi & Walumkbwa, 2009).

Ambidexterity and Innovation

Innovation can be specified as, a task of individual or group; or concept, process, element or treatment; a completely new proposal and application, developed and deliberate to benefit the individual, group, corporate or larger society in a consistent adoption system (As shown in West & Far, 1990 Rosing, Frese & Bausch, 2011). Research scholars agree that the effective recognition of innovation adds to corporate changes to obtain a competitive advantage (Keupp, Palmie & Gassman, 2012; Wagner, 2012) and differentiation (Cui & Loch, 2011). Besides, it was found to be essential for corporates' growth and existence (Gnyawali and Srivastava, 2013).

To ensure success and thus survival, corporates are constantly struggling with the barrier to improving the current environment and positioning strategies on the one hand to improve performance and appearance. Stable for range and on the other hand increase flexibility. These activities are called exploration (flexibility) and exploitation (positioning) in the literature. Gibson and Birkin Shaw (2004) presented the principle of ambidexterity with corporate context so that the ability to simultaneously positioning and flexibility could be devised as a way to strengthen these two antagonistic activities. Since both exploration and exploitation are considered basic functions of innovation, that ambidexterity is an important function of innovation (Rosing et al., 2011).

Corporate Leadership Challenge and Ambidexterity

Birkinshaw and Gupta (2013) and Junni et al., (2013) observed that ambidexterity was originally considered as the corporate ability, but later, various researchers started emphasizing ambidexterity as a multi-stage phenomenon. Since this balance of different forms of corporate leadership is important not only for corporates, but also for managers of brilliant groups and individuals (Rosing et al., 2011), and to attain that, there is a need to pay attention to and deal with stress at all hierarchical levels besides inconsistencies between the activity of exploration and exploitation (Probst, Reish & Tushman, 2011). In this regard, the tactical role of middle and lower management to influence the actions of subordinates is emphasized, since supervisors do not directly influence the behaviour of first-line members (Jansen, George, Van den Bosch & Volberda, 2008). Ambidexterity, hence, is primarily seen as a challenge for corporate leadership (Bledow, Frese, Anderson, Erez & Farr, 2009).

Connecting Corporate Leadership with Ambidexterity

Numerous researchers have begun to observe the effects of ambidextrous leadership on innovation by linking the ambidexter strategic principle for corporate leadership to develop ambidextrous leadership (Probst et al., 2011; Keller & Weibler, 2014). The issue of ambidextrous leadership finally becomes particularly relevant because it has been established that existing leadership models, such as transformative and transactional leadership models (Bass, 1999) passively capture the complexity and pace of innovation. To name just a few factors, this is because leadership research is generally considered inaccessible and very complete, especially in the context of promoting innovation (Rosing, et al., 2011). Besides, researchers say that innovation cannot be promoted effectively through corporate governance. To this end, previous studies have demonstrated the need to develop an alternative method for

effective innovation management (Bledow, Frese & Mueller, 2011).

As a result, Rosing et al., (2011) developed a completely new theory of ambidextrous leadership that specifies that corporate leadership is capable of open behaviours (exploration) and closed behaviours (exploitation). The openness of leadership behaviours resides in this respectful behaviour which further enhances the difference in subordinates' behaviours. In this regard, the corporate, for example, provides room for independent thought and action, encourages secondary executives to challenge the status quo and stimulates experimentation with the open environment by developing a culture that supports errors and omissions. On the other hand, a corporate leadership focusing on minimizing the extent of secondary behaviours (diminishing variations) to promote a business will carefully exploit to manage and achieve the objective; pre-structures jobs and specifies work goals, as well as continually looking for work and taking remedial action.

Since there is no methodological concept that anticipates the moment when exploration and exploitation take place during the entire innovation process, company managers should switch flexibly between both open behaviour and closing behaviours according to the situational requirements of innovation task. All hierarchical level design of corporate, Rosing et al., (2011) is related to the fact that it is identified in the team level context and aims to explain the relationship between task performance and group development.

Innovation

Innovation is specified in different ways. Among the leaders who emphasized its value was Joseph Schumpeter (described in 1934 and 42; mentioned by Aghion & Howitt, 1990 and O'Sullivan, 2008) who described innovation as "*creative destruction*." To this end, he says, innovation represents a brand-new mix of features and methods. The second view of innovation is focused on qualitatively different outcomes. Understanding innovation as a mechanism is verified by the meaning provided by Rikers (1985), who comprehends innovation as a mechanism of action. For more information, he describes innovation as a mechanism to make system problems (requirements) brand new and to match those requirements. Sources of innovation are internal to the corporate or market, for instance, unexpected events, procedural requirements or market changes, completely new understandings, or corrections in client understanding (Drucker, 2002).

In this context, researchers also agree for innovation apart from the idea of imagination. Imagination is considered an important basis for innovation (O'Sullivan, 2008) which relates to a psychological process that leads to the ideation

of initial, appropriate and beneficial concepts (West, 2002). Beyond the simple production of originals, innovation is associated with the treatment of exit from the imagination process that can occur like promotion, execution, and business transmission (Roberts, 1988). Simply put, innovation is understood as a mixture of invention and exploitation.

Exploration and Exploitation

Initially, both exploration and exploitation were defined as two types of corporate learning by March (1991). Subsequent research on exploration and exploitation are diverse, and different scholars explain the elements to compare these two activities.

Table 1: Characteristics

Exploration	Exploitation
Exploration or discovery through research activities is combined with a completely new understanding and the purchase of discovery in changing markets, protecting future economic benefits (Lavie et al., 2010).	Exploitation is related to the improvement and expansion of existing capabilities, innovations and patterns that generate profitable, near-predictable returns (March 1991).
In regards to innovation, exploration is connected to extreme innovation, getting in brand-new item markets and brand-new innovation (Rosing et al., 2010).	Exploitative crucial understanding consists of the reuse of present proficiencies, regular jobs and steady innovations that straight affect the job result (Huang & Commins, 2011).
Exploratory crucial understanding consists of special technological advancements and understanding extensions that straight affect the job result (Huang & Commins, 2011).	In the context of innovation, exploitation instead of the application of existing products or services, incremental innovation, improvement (Rosing et al., 2010).
Deal brand-new styles, produce brand-new markets and establish brand-new circulation channels (Jansen et al., 2008).	

However, inversely linked to the requirements, exploitation and exploration represent the basic activities of the innovation process. For this factor, both should be considered important for innovation or effective leadership consulting work, respectively.

Understanding Ambidextrous Corporate and Ambidexterity

One way to determine the ideal equilibrium between exploration and exploitation is related to the Ambedexter principle. Ambidexterity adopted from the Latin words ambos (both) and dexter (right), which signifies the best of both sides and describes people's ability to use both hands with equal abilities. The concept of ambidexterity was originally introduced by Duncan in 1976 with a corporate context. It defines the corporate principles that they formulate and implement in today's management, while at the same time they are sufficiently inadequate to change the environment that will happen tomorrow.

March (1991) was the first to see ambidexterity as a necessary criterion for the corporate world to survive and sustain. This was based on the fact that a company's ability to leverage existing skills and even learn new opportunities is at the heart of learning of the corporate (as described in

Bonesso, Gerli & Scapolan, 2014). Thus, the notion of ambidexterity may not only relate to the invention and stabilization of exploration and exploitation, but also similar growth and extreme development, partnerships and modifications, or a balance between the natural and mechanical structures of the corporate (Rosing, Rosenbush & Frese, 2010).

Finally, it is clear since exploitation ensures that there are sufficient resources for exploration and that exploration creates new ways and means that can be used at a later date (Bledow et al., 2011).

Ambidexterity - Types

There is a category of ambiguity, often associated with the use of exploration and exploitation or various groups or different business systems for search activities (O'Reilly & Tushman, 2004). From a progressive perspective, this view of innovation is constantly associated with ambidexterity. On the contrary, consistent ambidexterity indicates that in addition to the innovation process, there is a constant need for a balance between exploration and exploitation.

Instead of structural or short-term segregation of exploitative and exploitative activities, contextual

ambidexterity is a multidimensional structure in which exploration and exploitation constitute a separate, interconnected and non-substituted entity. From this point of view, ambidexterity is best obtained to develop a context that shares its time between people's conflicting needs to study and to realise them (Carmeli & Halvi, 2009). Similarly, it was found that ambidextrous corporate style (reference environment) is more reliable in major streams of innovation than practical, cross-functional, and spin-style (structural ambidexterity) (Tushman et al., 2010).

Ambidextrous Leadership

The preliminary conception of ambidextrous leadership was established by Vera and Crossan (2004), who declared that it was necessary to conceive a combined leadership because, at specific times, the learning process incorporates flourishes under transactional leadership and at other times, they benefit more of transformative leadership. This contingent vision of leadership responds to the pressure of corporates that need to verify and use simultaneously to manage the various conditions resulting from the speed and complexity of the current competitive environment. For this factor, tactical leaders must be ambidextrous (Tushman & O'Reilly, 2006). The ambidextrous performance suggests that they need the ability to execute several strategies at the same time and should have the ability to administer an abundant combination of knowledge procedures at multiple levels to support exploration and exploitation (Jansen et al., 2009).

Likewise, Bledow and Associates (2011) declare that corporate leaders need to foster the imagination of subordinates and at the same time simplify their organization. Subsequently, ambidextrous leadership as the perfect design for supervisory management (Bucic et al., 2010), however, reveals both transaction and transformation modes in different dimensions (Bass, 1999). An effective group leadership should, under these factors, be able to identify and change its leadership design to meet the current and emerging situation to select and incorporate leadership behaviours that fit the situation, the ability to participate and favourable flow for secondary groups (Bucic et al., 2010). This leads to the results of

Chang and Hughes (2012), who from their research conclude that leadership behaviour that identifies persistence and risk tolerance show workers' need for ambidexterity.

Rossing et al., (2011) present the new principle of corporate leadership as a holistic type of ambidexterity:

According to the dialectical vision of innovation, Rosing et al., (2010 and 2011) present a new theory of corporate leadership as a unified type of ambidexterity. Bledow et al., (2009) on the theoretical structure, Rosing and his colleagues have mentioned that, in the idea of innovation, corporate leaders should be able to support subordinates in their efforts to perform ambidextrous tasks. Therefore, they perceive their theory of ambidextrous leadership as a leader who can cultivate exploration through open behaviour and exploitation by closed behaviour and following these behaviours according to situational work needs (Rising et al., 2010).

For them, to be innovative, the most essential function of corporate leadership is to foster exploration by promoting changes in subordinates' behaviour and reducing exploitation by subordinates' behaviour correspondingly. Although increasing variability is the core of the study, reducing variability is considered the basis of exploitation (Gupta, Smith & Shalley, 2006). Subsequently, Rosing et al., (2011) suggest that open leadership behaviour is positively associated with subordinate exploration, whereas closed leadership behaviour is positively associated with subordinate exploitative activities.

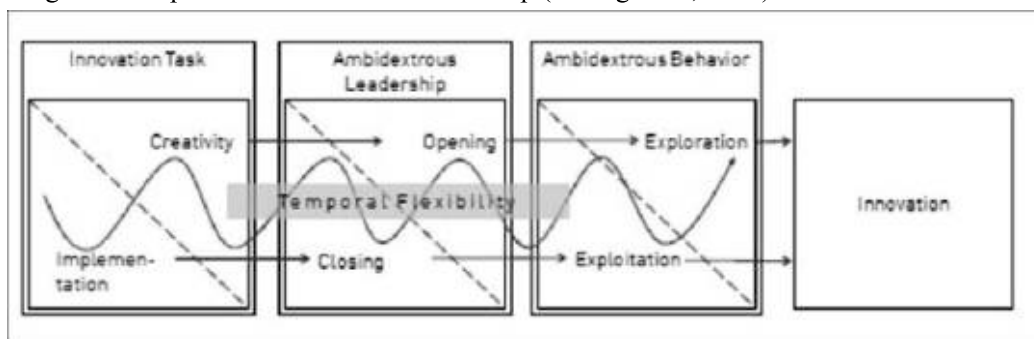
In contradiction, promoting differentiation of subordinate behaviour by open leadership behaviour is expected to be appropriate in situations where the job of innovation requires exploration. It needs to be innovative and create a concept. Conversely, promoting exploitation indicates a reduction in subordinate "behavioural differences", while closed behaviour describes leadership behaviour that focuses on limiting and improving subordinate behaviour. Therefore, closed behaviours are considered desirable in scenarios where subordinates need an innovation job (Rosing et al., 2011).

Table 2: Open and Closed Leadership Behaviours

Open Leadership Behaviour	Closed Leadership Behaviour
<ul style="list-style-type: none"> • Develop an open environment. • Show the requirement and the opportunity to experiment and motivate the creation of your originalities in the past. • Support attempts to question existing techniques and to promote the development of new techniques to problems. • Provide space for independent thinking and acting Belief beyond the package and separate guidelines to search for services outside the safe area. • Create a culture of mistakes and strengthen efforts and therefore show a high tolerance for mistakes. 	<ul style="list-style-type: none"> • Punish mistakes and failure • Pre-structure jobs, specify specific work objectives, set standards and offer concrete guidelines about how jobs are to be performed. • Highlight the dependence on trained skills and developed regimens. • Take restorative action. • Pursue consistent job achievement. • Display and control objective achievement. • Meet due dates and stay with strategies. • Promote effective acting and staying with guidelines. • Boost stringent hierarchies.

Techniques for incorporating both open and closed leadership behaviours are recommended so that the combination of different leadership behaviours is important. This contradictory behaviour must be understood globally, reflecting the specific needs of modern work. Consequently, in addition to participating in the open or closed behaviours, Rosing et al., (2011) emphasize the need for versatility in switching between open and closed behaviours, as there is no methodological plan by which it is known. When it comes to using and

when to test, the fact has been shown that modern concepts can also benefit from the use of corporate understanding (Bain et al., 2001), while exploration is not only necessary for production but also the implementation of ideas (Van de Ven, 1986). Besides, Chi (2012) integrates versatility for explicit governance and change of behaviour with additional capabilities at different positions of corporate leadership. In this regard, the corporates must operate among certain types of versatility, which, in its opinion, have ambidextrous leadership.

Figure 1: Proposed Ambidextrous Leadership (Rosing et al., 2011)

Practical Context

First, the principle of ambidextrous leadership must be extended to the corporate world and other environments, instead of ideas of concepts of innovation with defined outcomes, time frame and budget planning. This may be relevant because the corporate's approach favours exploration and exploitation and can affect the frequency of their activities required at the group levels. For this reason, the required leadership behaviours can be influenced by the corporate approach to achieve

ambidexterity, as well as the truth of whether a corporate chooses a structural or contextual ambidextrous method.

Beyond that, in preliminary research by Rosing et al., (2011), the creative results generated were compared with the degree of innovation. It is an extreme and gradual innovation, still below, that uses several possibilities of evolution, validation and important reflections. However, as indicated in the following statement, corporate leadership can always be difficult to understand and measure.

“Corporate Leadership is like beauty: it is hard to define, but you know it when you see it” (Bennis, 2009).

Conflict of Interest

The author confirms that there is no conflict of interest to declare for this publication.

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