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Organizational Ambidestry: A Corporate Contemporary Approach

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Abstract: The objective of this work is to review the last approaches that deal with strategic management, mainly in the organizational ambidexterity. Such interest is due to the multiplicity and divergence of roles in companies, to which individuals need to constantly innovate. Specifically, we point to the relevance of how individuals identify and enact this multiplicity of role demands with interaction with other organizational functions.

Key words: strategic management; organizational ambidexterity; performance
JEL codes: M1

1. Intoduction

With the advance of globalization in the 21st century, business competition has increased substantially and the life cycle of products has decreased. As a consequence, organizations had to learn to deal with various internal and external demands on a daily basis, which, most of the time, simultaneously. Of these demands, the most frequent are efficiency and flexibility, customer service and prospecting for new customers, differentiation strategies and trade-offs. This combination of demands fosters the need to achieve organizational ambidexterity, which is the ability to gather competencies to innovate and to increase its efficiency, combining innovation with attention to products, services and processes already established (March, 1991).

Ambidexterity can change the strategic focus of the organization of the exploration of new competences (exploration) and the exploration of current competences (exploitation) and vice versa over time; they can establish a specific organizational design with specialized units responsible for any innovation; or they can establish an organizational context that allows all members of the organization to oscillate on different occasions between exploration and exploitation. As such, the tensions and contradictions associated with exploration and exploitation are resolved over time, that is, over time; structurally, through specialized units or contextually, incorporated into the culture and daily behavior of all members of the organization (March, 1991).

However, according to Levinthal and March (1993) companies that focus only on exploration or exploitation, run the risk of being stuck in sub-optimal productivity, putting their long-term organizational survival at risk. And getting stuck is very easy, since consumption or exploitation are self-reinforcing processes that tend to complement each other. In particular, the detrimental effect of stagnation of skills or innovation is demonstrated by numerous studies in different fields that use notions such as the success trap, the capacity paradox versus rigidity, the passion paradox of discipline and the tyranny of success.

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Therefore, in the research conducted, he observed that the influence of strategic planning on organizational ambidexterity has been little investigated in the current literature. Given the fundamental importance of strategic planning in the management of the institution. as an enabler or coercive, he noticed that the innovative leaders, did not allow the strategic planning to create harmful effects on the current competences, restricting the employees' uneasiness or dissatisfaction, but, when the leadership has no aspect for innovation, the company's operationality makes it complex and unstructured.

In view of this, the following work seeks to search for strategic management practices reported in the researched literature. What innovations are companies making? What are the determining factors to achieve organizational ambidexterity?

In the next chapter, we describe the literature review based on the visit of the highlighted articles as a support base for the construction and explanation of the thematic content of this research.

In chapter 3, we find the research methodology and the bibliometric study used in the development of the theme.

Soon after, in chapter 4, we pointed out the conclusion of the theme in order to answer the questions presented and proposed contribution to the theme.

Then we bring in chapter 5 the references used in the set of work.

2. Literature Review

In view of the complexity of organizational relationships, where, all decisions made involve directly or indirectly the application of resources and strategy. For the management of these decisions to occur, proportionality in the application of resources is necessary, so that exploration and exploitation are carried out together, improving performance and ensuring continuity. Therefore, the organization must seek efficiency, effectiveness and compliance (exploitation) and, at the same time, implement creativity and the exploitation of its resources (exploration).

Organizational ambidexterity provides learning through internal knowledge, incorporated throughout the organization, bringing quicker returns when used for routine solutions, incremental innovations and search for less risky solutions. Learning from knowledge or external specialized information, due to its more unstructured nature, takes more time to be incorporated or socialized internally and especially, it presents a more uncertain return, with greater risk. In the long run, however, such knowledge may prove to have the greatest impact for more beneficial solutions for the organization.

Several scholars argue that successful organizations are ambidextrous: they generate competitive advantages through revolutionary and evolutionary changes, or exploitation and exploration innovation. They also believe that ambidextrous companies can compete in mature markets (where cost, efficiency and incremental innovation are critical) and develop new products and services for emerging markets (where experimentation, speed and flexibility are critical). Thus, they are likely to achieve better performance than companies, emphasizing one over the other (Diaz-Fernandez, Pasamar-Reyes & Valle-Cabrera, 2017).

The concept of ambidexterity is also implicit in the most recent conceptualization of dynamic capabilities that suggest that these capabilities require a mix of the strategic logics of exploitation and exploration (Eisenhardt and Martin, 2000). Therefore, organizational ambidexterity is considered as a dynamic capacity that goes beyond passing from one configuration of competencies to another, but, on the contrary, it addresses multiple inconsistent demands simultaneously (Jansen et al., 2009). Second, exploiting existing capabilities is often necessary to explore new capabilities, in which, it improves a company's existing knowledge base (Katila & Ahuja, 2002).

For March (1991, p. 7), exploitation and exploration are "essentially different learning activities, among which, they compete with the company's attention and scarce resources". Therefore, in order to implement organizational ambidexterity, companies must show skill in activities to take advantage of current capabilities (exploitation), as well as in activities for prospecting new skills and exploring new opportunities (exploration). Exploration is related to the managerial capacity of creation, innovation, experimentation, risk management, change, flexibility, research and discovery, and exploitation is related to improvement, flexibility associated with refinement, adaptability and efficiency of products or services. For the harmonious functioning of these two activities, an organizational engagement is necessary, mainly of the structures and strategies.

Therefore, even if there are sometimes conflicts between demands, in order to increase competitiveness and performance, a balance between exploitation and exploration is necessary, only then will longevity and success come. Focusing too much on exploiting current capabilities may lead the organization to a state of balance below ideal, while focusing only on gaining new capabilities may involve high costs of experimentation, many ideas to be developed and few distinctive skills. Thus, achieving a balance between such distinct activities that compete with each other for scarce resources is a primary factor for the organization's survival and prosperity (Levinthal & March, 1993).

However, due to the past success of a company with its current capabilities, it may happen that the company continues to exploit these strengths thinking that it does not need to innovate, which can lead to poor performance in the long run. In contrast, overexploitation of creation can lead to many underdeveloped innovations that may not contribute to the company's revenue. When revenue streams run dry, the resources needed to properly develop innovations will evaporate in a similar way, leading to a "failure trap" — a vicious cycle of searching for new ideas that will inevitably be immature and need to be replaced by even less developed ideas. how less resources are left. Given these self-reinforcing and potentially self-destructive trends in exploration and exploitation, simultaneous search is difficult for organizations and requires continuous and proactive management to avoid the "common pitfalls" that exploration drives out exploitation or vice versa (Posch & Garaus, 2019).

To find a balance between these two facets of ambidexterity, an organization needs to develop an ambidextrous culture aimed at performing repetitive tasks, while stimulating innovation and risk taking in the organization. As the ambidextrous organizational culture requires the integration of two distinct cultures (exploration and exploitation) in an organization, it is conceptualized as a synergistic effect of performance-oriented and innovation-oriented cultures that operate optimally. Performance orientation is the degree to which an organization encourages and rewards group members for improving performance and excellence. The orientation towards innovation is the extent to which creativity, risk-taking and the entrepreneurial mindset are supported in the organization. The performance-oriented culture focuses on completing tasks, improving organizations' ability to explore. On the other hand, innovation-oriented cultures promote critical thinking, the generation of ideas and the risky behavior necessary to exploit market opportunities. Production and innovation reinforce each other, constituting a higher order construction of the ambidextrous organizational culture, which, in turn, enables contextual ambidexterity through the integration of exploration and exploitation in a business unit (Khan & Mir, 2019).

2.1 The Roles in Organizational Ambidestry

Organizations position individuals within organizational contexts by assigning roles (for example, functional or hierarchical roles). Individuals develop role identities to make sense of these roles, to generate an understanding of themselves, but also to position themselves in the broader organizational context. Role identities are the codification of values, beliefs, norms and behavioral assumptions assumed by the role. However, individuals charged with addressing the exploration and exploitation dilemma need to be able to fulfill multiple, possibly conflicting roles. In doing so, these individuals must deal with very different values, contextual knowledge and behavioral expectations that reflect the divergent demands of exploration and exploitation. Thus, role identities have a significant influence on the assessment of available information and on the decision alternatives considered (Tempelaar & Rosenkranz, 2019).

Individuals have innate, invariable, and deeply ingrained preferences in how they erect a "mental barrier" around different role identities. In the so-called role transition, individuals differ over a continuous segmentation of roles and integration of roles. The former adheres to a strict delineation of role identities, and the latter accommodates or actively seeks similarities between role domains. They cognitively isolate information to focus on demands in a unique way, which in turn helps them to protect themselves from conflicts and interruptions of roles. However, segmentation requires more effort (that is, cognitive investment) to move between paper identities, due to the robust limits between them. Identities also function as information filters, highlighting important issues and masking irrelevant issues (Tempelaar & Rosenkranz, 2019).

On the other hand, individuals with a preference for role integration tend to obscure roles, leading to congruence between activities of different role identities due to the active overlap of role characteristics. Therefore, integrators are more flexible, as they perceive less differences in terms of behavioral expectations, allowing them to change easily and frequently between functions. This flexibility also facilitates the synergistic use of information for possible positive externalities in different domains in the coordination of activities (Tempelaar & Rosenkranz, 2019).

The diversity of a cross-functional team will create a new context within which the segmenter is likely to experience a certain mismatch. In their need to accommodate, segmenters are driven to create new roles that meet the new demands of the cross-functional context and respect the values, beliefs and objectives of the multifunctional environment. As a consequence, information that previously needed to be collected within individual role limits between the role segmenter and other members of the organization can now be accessed through the unique role domain within which it resides (Tempelaar & Rosenkranz, 2019).

Another important factor, organizations will only be able to be ambidextrous if they have processes, systems and policies that allow and encourage employees or employees to have the autonomy to judge how to divide their time between simultaneous demands. With globalization, the market requires companies to have their representatives simultaneously engaged in two activities related to customers: the provision of services referring to the support provided by the frontline employee, helping him to solve his need, complaint or problem through customer service or a new solution and sales, specifically cross-selling or enhanced during service, seeking to further satisfy customer needs not met by the current product or service (Khan & Mir, 2019).

During the performance of services, the employee who is in contact with the customer, becomes the representative or personification of the company, therefore, he must look for opportunities to solve problems and, consequently, offer new products or services, creating opportunities for cross-sell. Offering an additional item to the customer while providing a customer service, in addition to being an efficient practice of increasing the volume of revenues, can improve the customer's shopping experience with the new product. The results will be the achievement of corporate and individual goals, and in a degree of importance, customer satisfaction and loyalty.

However, it will be necessary to improve or implement new tools to control these activities and the actions of employees, and training to create and improve the employee's sense of self-regulation, marked by a high level of action orientation. Since there is a conflict between service provision and cross-selling it can be an obstacle for employees to develop ambidextrous behavior. Specifically, there may be a conflict between the efficiency objective, expected in service activities, and revenue objective, expected in sales activities. Employees must aim for goals such as customer satisfaction and billing, which require greater dedication to customer needs, while at the same time seeking efficiency in routine service activities. Therefore, organizations must create a context that minimizes the individual's difficulties in adopting ambidextrous behavior. This context refers to the combination of individual and organizational factors that allows the individual to better manage the way he will use resources in both activities, aiming to improve performance.

2.2 Psychological Ambidestry

Regarding the psychological character, the evaluation needs to be carried out on the results and achievements, but also in relation to what was done to be achieved. This will create a know-how and expertise for the company. Enabling a standardization and institutionalization of processes and differentiation from the competition. This double analysis (means and ends) implies that the value of a decision is determined not only by the result generated (end), but also by the form (means) in which it was achieved. The adequacy between means and ends comprises part of the studies on the regulatory way to achieve goals.

The evaluation brings another significant bias, makes the employees direct part of their time to the preparation and the evaluation of the available means to perform a certain action, being concerned with the quality of the result of their actions, critically comparing alternatives, means and objectives before to do something. Employees with this profile frequently evaluate themselves in relation to the standards and expectations that third parties make about them and worry about how their performance will be perceived. Thus, people oriented to evaluation are more emotionally unstable when faced with great differences between their current state and the desired state. The examples from Google and 3M illustrate this point. At Google and 3M, employees can spend a certain amount of time on freely selected projects. Although this policy is put into practice by management, it is the members of the organization, located at all levels, who are faced with the issue of dealing with the tensions between exploration and exploitation activities. As such, this policy illustrates the organizational background and prerequisites for these achievements at the individual level (Martin, Keller & Fortwengel, 2019).

To manage ambidexterity, it is necessary to focus on individual knowledge structures that allow employees to conduct mental dialogues and help develop diverse perspectives on how to perceive and make sense of the world. The study of Toyota's production system shows how shop floor employees excel at both efficiency and creativity in their daily activities. The company's production system focuses on team organization, problem solving circles, mixed model production, job rotation and intensive training, as well as limited authority and participatory leadership. This dual nature allows workers to develop a broad understanding of the manufacturing process and assign them responsibility for quality, small maintenance tasks and maintaining the production line. As such, workers not only display a certain level of mindfulness in routine production, but also accumulate diverse structures of personal knowledge through non-routine activities. In general, this organizational context qualifies production line workers to alternate between routine and non-routine tasks, that is, to behave in an ambidextrous manner (Martin, Keller & Fortwengel, 2019).

2.3 Research Framework

With regard to temporal ambidexterity, it implies that organizations can coordinate short- and long-term actions, demonstrating greater commitments, or strength of action, for each one. Organizations that demonstrate weak commitments to short- and long-term activities to minimize tensions between the two are playing a game in half that can lead to underperforming performance at any given time, and therefore are less temporally ambidextrous than those with greater strength of short- and long-term actions (Wang et al., 2019).

For Wang et al. (2019), in addition to making strong commitments to short- and long-term actions, temporally ambidextrous organizations also need to carry out these actions simultaneously. The temporal trade-off between the short and the long term is embedded in the idea of the short term, which refers to organizational actions that favor short-term results to the detriment of long-term results, but exclude those that are great in terms of the short term. In this line of reasoning, organizations are more likely to be inclined towards the short term than the long term.

2.4 Contextual Ambidestry

In another flow, the researchers propose contextual ambidexterity, where members of the same unit can carry out conflicting activities. The challenge for managers in this type of ambidexterity is that they need to implement a complex repertoire of initiatives that feed a behavioral context, where these types of behaviors are possible. To achieve such ambidextrous behaviors, unit managers also need to nurture a supportive relational context and justify the importance of ambidexterity for senior managers through an emerging bottom-up process (Wang et al., 2019).

2.5 Sequential Ambidestry

In the sequential approach, organizational ambidexterity is a function of a company's potential to initiate and manage central conflicts. In contrast to peripheral conflicts, central conflicts affect the company's founding principles and fundamental norms and values. These conflicts call into question the basic consensus and relate to the organization's identity. To that end, conflicts must deal with assumed premises (for example, a company's central technology) and the ways in which situations are labeled, framed and addressed throughout the course of cognitive redefinition or reframing and transcendence. This is similar to the notions of second-order change and double-cycle learning (Martin, Keller & Fortwengel, 2019).

In this approach, the main management task is to embrace the tension between the old and the new and foster a state of constant creative conflict that identified that CEOs need to keep the entire organization in a state of tension and maintain multiple and often conflicting strategic agendas. in order to create an ambidextrous organization. Contrary to frequent assumptions, the main challenge of management is not to reconcile conflicting demands and resolve conflicts, but to constantly balance conflicting demands (Martin, Keller & Fortwengel, 2019).

2.6 The Paradoxes That Affect Organizational Ambidestry

For Cunha et al. (2019) there are four paradoxes that affect organizational ambidexterity. The first is the organization's paradox, due to a tension between the need to empower employees and the fear that empowerment and delegation could be represented as a sign of the leader's weakness. A perception that emphasized the possible personal benefits of centralization, especially in scenarios where the leader’s self-annulment is not necessarily seen as adequate. The possibility that leaders are respected when they are centralized and when they “have” power, and that they are perceived as weak when they give up centralizing power, limits the motivation to strengthen and influence the design of an organization. Structural strengthening, that is, the policies and processes managed by management, which aim to cascade power and authority, reducing organizational levels is seen as a double-edged sword.

This tension is conceptually supported by the distinction between the reified representation of power, something that powerful people “have” and the procedural view of power as a circulatory process. In the minds of some, the prevalence of the reified version of power contained in the hierarchy constitutes an obstacle against the desire to invest in training employees. This reinforces the performance of organizations as traditional hierarchies. There is an excess of hierarchical levels, a lot of bureaucracy, rules, internal regulations; rigidity that inhibits creativity; team members do not feel safe or secure to bring new ideas (Cunha et al., 2019).

The second is the learning paradox that relates to the need to qualify people and the risk of losing control over them. This paradox is observed when managers mentioned the need to contribute to the qualification of their subordinates. But they expressed fear that this qualification would expose their leadership limitations. This constitutes a learning paradox, in the sense that it influences the organization’s ability to enrich its action repertoire through new knowledge acquired by members. Given the knowledge/power correlation, imparting knowledge can mean giving up power. We interpret this dimension as distinct from the tension “empowering vs tension” in the sense that empowerment refers to authority and distance from power, while this tension refers to development, more precisely to self-development and the development of others (Cunha et al., 2019).

The third is the paradox of the dynamic community. This dimension contrasts with the facet of the business community, described in the sense that people expect to be “cared for” by an organization, as a form of bland paternalism. On the other hand, managers mention the importance of the community view of management, that is, the fact that individual managers must be sensitive to the specific needs of their employees as members of the family and the community. Therefore, managers need to stay connected to community activities, and their relationship with employees must extend beyond the sphere of work, valuing the well-being of employees and the community where the organization operates (Cunha et al., 2019).

However, for the authors, it needs to promote a more professional and ethical attitude. The manager can be concerned with the welfare of his employees, which is clearly good, but he has to impose limits. There cannot be such a degree of familiarity that the employee takes a careless path towards work (Cunha et al., 2019).

The fourth and last is the adaptation paradox that aims to maintain the fit between an organization and its unpredictable and sometimes hostile environment. Managers are too focused on the type of day-to-day decisions for the organization to function. As a result of scarcity and the difficulties faced, there is a need for creativity and ingenuity (Cunha et al., 2019).

But if on the one hand it is good, on the other hand, this mode of operation has a disadvantage. Managers are generally confident that “confusion” environments increase flexibility, yet have several negative implications. There is a need for more ambidextrous leaders capable of managing the tension between improvisation and long-term planning, avoiding the management of the “fire-fighting” type (Cunha et al., 2019).

2.7 The Role of the Board of Directors in Organizational Ambidestry

On a tool in gear for organizational ambidexterity, Oehmichen et al. (2017), mentions that the boards of directors function as a mechanism to align the organization with its environment at the highest level of strategy. The boards bring new and valuable tacit knowledge to the strategy through the functional experience of non-executive directors, as they inform the firm strategy with insights into opportunities and threats that reside in blind spots (for example, changes in consumer preferences), help to identify signs weak in the environment (for example, emerging technologies), function as an early warning system for impending changes (for example, regulatory) and provide assessments and judgments of best practices.

The knowledge resources of the board, derived from the specialization in organizational functions, can be classified into two dimensions of a higher order of task orientation. The "Output" guidelines derive from expertise in domains such as marketing, sales and product R & D that focus on growth, customer demands and emphasize the search for new market opportunities Throughput guidance follows experience in functions such as production, process engineering and accounting where the emphasis is on internal organization and improving how the organization transforms inputs into output. An emphasis on production ensures that growth opportunities are taken into account (exploration), while the orientation of productivity ensures that efficiency is not disregarded (exploitation) (Oehmichen et al., 2017).

The heterogeneity of the functional knowledge of the board obliges members to undertake more in-depth discussions and more elaborate decisions. As a result, more heterogeneous groups tend to create several viable solutions to the same problem. Dealing with multiple problems simultaneously improves cognitive processing and allows the group to integrate a wider range of possible solutions. From the aforementioned interpretation, functionally heterogeneous panels can be expected to be more inclined to prioritize the simultaneous consideration of long and short term issues, in addition to being more adept at finding various solutions to creatively synthesize the contradictory demands of exploration and exploitation (Oehmichen et al., 2017).

2.8 Organizational Ambidestry Restrictions

Dolz et al. (2019) raises theoretical doubts about the desirability of organizational ambidexterity in contexts characterized by external and internal restrictions. Regarding external restrictions, such as the context of the last economic crisis in which the munificence was very low, the research suggests that it can be dangerous to implement ambidextrous guidance, and that organizations are better served by focusing on exploitation, given the strong pressure on efficiency and prices.

On the other hand, they raise questions about the relevance of ambidexterity in contexts with certain internal restrictions, especially for companies with significant disadvantages in terms of management experience, access to capital, talent and limitations in the development of weak resources, such as small and medium-sized companies (SMEs). In this context, it seems less viable for SMEs to become ambidextrous than for larger companies, which have larger and more diversified resources, as well as more ways to become ambidextrous, for example, through structural ambidexterity. For these reasons, some researchers suggest that SMEs should focus all their efforts and resources on exploration or exploitation activities, rather than both, in order to survive a crisis (Dolz, Iborra & Safón, 2019).

In SMEs, in situations where their survival is at risk, the authors argue that a broader view of the upper echelons — that is, not only managers, but also owners — could play key roles in achieving organizational ambidexterity. The decision-making ability that allows SMEs to experience changes in the environment and take advantage of exploration and exploitation alternatives depends on the diversity of top management teams (TMTs), while capacities that allow the reconfiguration of resources depend on the SME owners. Ownership diversity within the TMT affects the ability of the upper echelons to process information (that is, the ability to sense changes in the environment), seek alternatives and make strategic decisions associated with different levels of risk. In addition, it allows the organization to respond to change in the environment, combining exploration and exploitation in a balanced way (Dolz, Iborra & Safón, 2019).

The diversity of TMT ownership can improve detection and apprehension, but ambidexterity also requires transformation related to reconfiguring resources and changing priorities. Changes in business priorities will depend on their owners. In fact, as almost all SMEs are family owned, discretion is required to manage, assign, add or dispose of the company's resources for exploration and exploitation (Dolz, Iborra & Safón, 2019).

In view of the complexity of organizational relationships, where, all decisions made involve directly or indirectly the application of resources and strategy. For the management of these decisions to occur, proportionality in the application of resources is necessary, so that exploration and exploitation are carried out together, improving performance and ensuring continuity. Therefore, the organization must seek efficiency, effectiveness and compliance (exploitation) and, at the same time, implement creativity and the exploitation of its resources (exploration).

Organizational ambidexterity provides learning through internal knowledge, incorporated throughout the organization, bringing quicker returns when used for routine solutions, incremental innovations and search for less risky solutions. Learning from knowledge or external specialized information, due to its more unstructured nature, takes more time to be incorporated or socialized internally and especially, it presents a more uncertain return, with greater risk. In the long run, however, such knowledge may prove to have the greatest impact for more beneficial solutions for the organization.

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The concept of ambidexterity is also implicit in the most recent conceptualization of dynamic capabilities that suggest that these capabilities require a mix of the strategic logics of exploitation and exploration (Eisenhardt & Martin, 2000). Therefore, organizational ambidexterity is considered as a dynamic capacity that goes beyond passing from one configuration of competencies to another, but, on the contrary, it addresses multiple inconsistent demands simultaneously (Jansen et al., 2009). Second, the exploration of existing capabilities is often necessary to explore new capabilities, in which, it improves a company's existing knowledge base (Katila & Ahuja, 2002).

For March (1991, p. 7), exploitation and exploration are "essentially different learning activities, among which, they compete with the company's attention and scarce resources". Therefore, in order to implement organizational ambidexterity, companies must show skill in activities to take advantage of current capabilities (exploitation), as well as in activities for prospecting new skills and exploring new opportunities (exploration). Exploration is related to the managerial capacity of creation, innovation, experimentation, risk management, change, flexibility, research and discovery, and exploitation is related to improvement, flexibility associated with refinement, adaptability and efficiency of products or services. For the harmonious functioning of these two activities, an organizational engagement is necessary, mainly of the structures and strategies.

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3. Methodology

3.1 Methodology and Results of the Bibliometric Study

The methodology used in this work was a bibliographic review of articles selected in English academic journals with international circulation, indexed in SCI-Expanded, SSCI and ESCI, taken from the Web of Science database with the time interval from 2000 to 2019, through advanced search of the word:

3.1.1 Strategic management.

The search resulted in 7.202 articles. Later, using the VOSviewer application, he generated a bibliometric map (Figures 1 and 2).

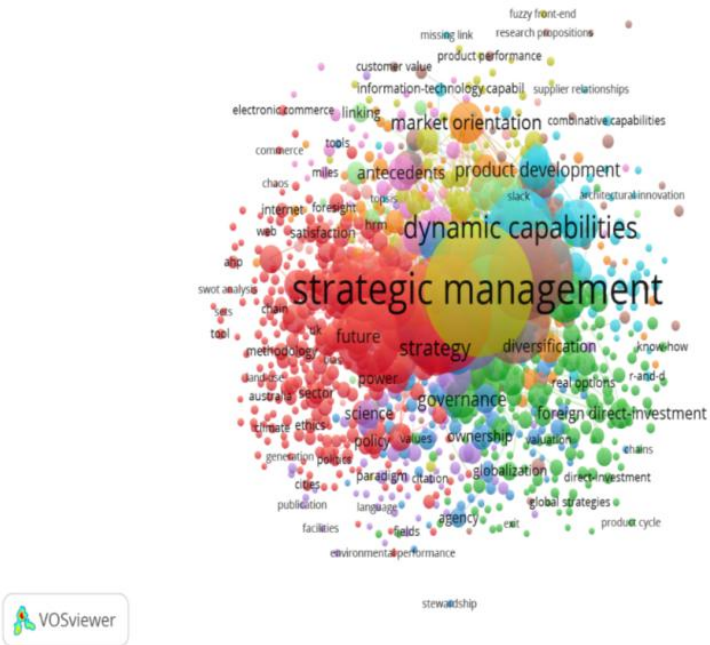

Figure 1 Network view

Source: VOSviewer

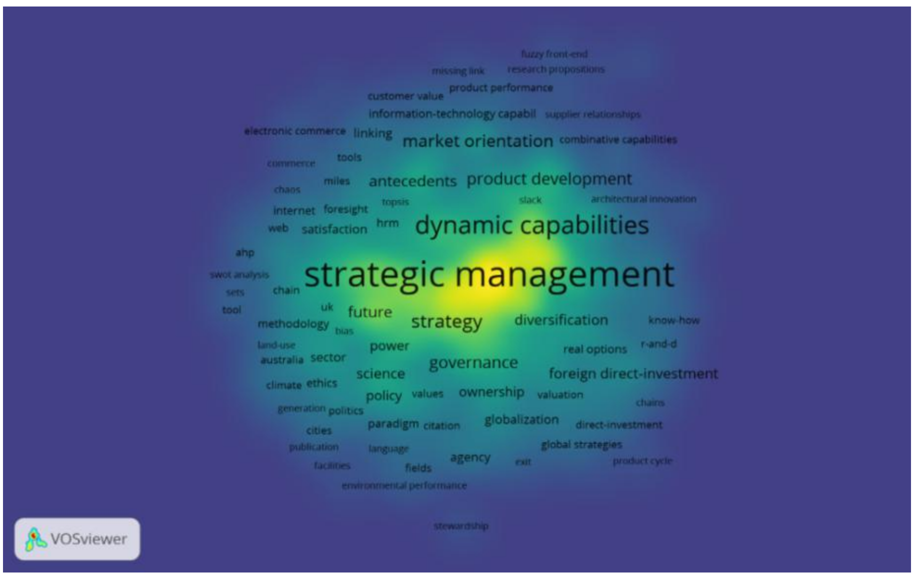

Figure 2 Density view (VOSviewer)

Source: VOSviewer

From the search result, there was a total of 97,135 strong connections of the 1024 most relevant terms with 11 clusters as listed below (cluster number, number of items, name and the top ten terms of each cluster).

- <u>Cluster 1 (295 items) – Management Strategy</u> = Performance, Management, Model Framework, Implementation, Leadership, System Business, Dynamics, Balanced Scorecard;
- <u>Cluster 2 (167 items) – Business Model</u> = Accelerated International, Agglomeration,

Automobile-industry, Biotechnology industry, Business segment performance, Corporations, Governance, Infrastructure, Institutional Logics, Institutional theory;

- Cluster 3 (95 items) – Performance = Architecture, Capital Structure, Corporate Governance, Corporate Performance, Economic Performance, Financial Performance, Global Diversification, Innovations, Organizational Performance, Strategic Change;
- Cluster 4 (90 items) – Decision Tools = Certification, Cognitive Perspective, Decision-making, Dominant Logic, Enterprise Performance, Environments, Flexibility, Fuzzy front-end, High-technology, Strategic Management;
- Cluster 5 (80 items) – Organizational Research = Commercialization, Economic-theory, Management research, Marketing-research, Measurement systems, Network analysis, Open innovation, Operations management, Organizational-research, Patents;
- Cluster 6 (71 items) - Organizational Collaboration = Alliance formation, Business networks, Business relationships, Business value, Collaboration, Competitive dynamics, Cooperation, Coopetition, Innovation, Innovation Performance;
- Cluster 7 (69 items) – Organizational Comparison = **Ambidexterity**, Corporate acquisitions, Corporate-control, Employment, Fuzzy, Job-performance, Job-satisfaction, Quality management, Takeovers, Transactional leadership;
- Cluster 8 (50 items) – Organizational Technology = Business Profitability, Capabilities, Causal ambiguity, Core competence, Dynamic-capabilities, Economic-organization, Information-technology, Managing, Knowledge, Sustainable competitive, Technological innovation;
- Cluster 9 (46 items) – Decision Processes = Business strategy, Cluster-analysis, Control-systems, Corporate culture, Decision-processes, e-business, Manufacturing strategy, Organizational-structure, Supply-chain managem, TDABC;
- Cluster 10 (41 items) – Economical Tools = Commitment, Economic-action, Games, Group-performance, High-tech, High-velocity environments, Information-systems research, Investments, Strategic decision-making, Top-management;
- Cluster 11 (20 items) – Entrepreneurship = Business performance, Capability, Corporate entrepreneurs, Entrepreneurial orientation, Innovativeness, International entrepreneurship, Learning orientation, Resources, Small firms, Social entrepreneurship.

3.2 Methodology Used in the Study of Recent Developments of the Theme

As a continuation of the development of the work, a new search was used in selected articles in English academic journals with international circulation, indexed in SCI-Expanded, SSCI and ESCI, taken from the Web of Science database with the time interval of 2016 to 2019, through advanced search of words:

Strategic Management and Organizational Ambidexterity.

The search resulted in 107 articles, where 22 articles were selected with open access and focus on management, business and economics reports. The full analysis was deepened in 20 articles with the theme in organizational ambidexterity.

1) Structural ambidexterity and competency traps: Insights from Xerox PARC.
2) Dynamic Balancing of Exploration and Exploitation: The Contingent Benefits of Ambidexterity.
3) Formal and Informal Control as Complement or Substitute? The Role of the Task Environment.

4) Cost-effective service excellence.
5) Combined Influence of Absorptive Capacity and Corporate Entrepreneurship on Performance.
6) Becoming Salient: The TMT Leader's Role in Shaping the Interpretive Context of Paradoxical Tensions.
7) Strategic Management Plan for Transnational Organizations.
8) Embracing Bewilderment: Responding to Technological Disruption in Heterogeneous Market Environments.
9) A Multilevel Integrated Framework of Firm HR Practices, Individual Ambidesterity and Organizational Ambidexterity.
10) Ambidextrous leadership, paradox and contingency: evidence from Angola.
11) Human capital and human resource management to achieve ambidextrous learning: A structural perspective.
12) Improving the likelihood of SME survival during financial and economic crises: The importance of TMTs and family ownership for ambidexterity.
13) Ambidextrous culture, contextual ambidexterity and new product innovations: The role of organizational slack and environmental factors.
14) Embracing Bewilderment: Responding to Technological Disruption in Heterogeneous Market Environments.
15) Disentangling the antecedents of ambidexterity: Exploration and exploitation.
16) Introducing conflict as the microfoundation of organizational ambidexterity.
17) Boards of directors and organizational ambidexterity in knowledge-intensive firms.
18) Boon or curse? A contingent view on the relationship between strategic planning and organizational ambidexterity.
19) Switching Hats: The Effect of Role Transition on Individual Ambidexterity.
20) Achieving Temporal Ambidexterity in New Ventures.

Based on this criterion, 2 articles are excluded:

1) Organizational Performance: Integration of the Value, Rarity, Imitability and Organization Framework in Project Management.
2) The Formation and Effects of Exploitative Dynamic Capabilities and Explorative Dynamic Capabilities: An Empirical Study.

4. Conclusion

Managing ambidexterity and engaging in the right combination of exploration and exploitation activities requires a dynamic change between the two practices, adopting an organizational paradox mentality. Adopting a mentality of organizational paradox based on the constant readjustment between the extremes that generate tension requires a better understanding of the background of the components of ambidexterity. More specifically, identifying which antecedents are integrating and which are differentiating would help companies develop better strategies to deal with ambidexterity (Koryak et al., 2018).

In comparison with large companies, the interaction in SMEs between managers and owners is close and frequent; more so in the case of family businesses in which the roles of managers and owners are intertwined. SMEs, both management and ownership characteristics, could offer unique insights into how the upper echelons can detect, harness and reconfigure resources to become ambidextrous. In addition, SMEs in a restricted environment with financial difficulties face decisions related to survival or not, bankruptcy or solvency. In this critical environment, SMEs have to make important decisions about their financial structure, that is, in relation to temporary liquidity shocks or reduced access to bank financing, about the divestment of important assets to recover or about the level and scope of reductions in labor.

Consequently, this work has shown that ambidexterity can be achieved through a combination of differentiation and integration approaches to manage ambidexterity. In which, it was discovered that the capacity for continuous improvement is integrative, while the written vision, the heterogeneity and size of the TMT and the intensity of R & D differ. Second, it examined the impact of managerial attention on exploration and exploitation. Third, it contributed to the discussion of how the team's composition and vision affect organizational ambidexterity.

Regarding future research, although the agreed vision has received academic attention, it has not been systematically examined in relation to organizational ambidexterity and its components. Conceptualizing vision as a mechanism that shapes the way a company responds to its changing context facilitates a better understanding of a company’s efforts to achieve ambidexterity. Another need is to realize an enlarged view of the upper echelons, which includes managers and owners, better explaining the decision-making and the ambidextrous behavior of SMEs in deep external crises. And also, analyzing ambidexterity in educational organizations both public and private.

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