



# **Gordon Institute of Business Science**

University of Pretoria

## Paradoxical leadership framework to enhance ambidexterity

---

Dhaval Patel

Student Number: 18309586

A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

DATE: 11<sup>th</sup> November 2019

## **Abstract**

Organisations today are faced with numerous external forces, and the business environment has become very dynamic in terms of innovation and digitisation. Organisations are demanded to lead change and innovation to remain competitive. While driving change and innovation there is a need to find efficiencies in current business operations.

The sustainability of the organization over the long term is dependant it's capability to achieve ambidexterity. This ability will allow an organisation to find optimal balance between exploration activities and exploitation activities. The role of leaders in influencing the ability of an organisation to achieve ambidexterity is increasingly being recognized as a crucial element. The research around leaderships role remains fragmented, and incomplete. This study recognises exploration and exploitation as a paradox, and through a paradoxical lens tries to understand how leaders can find an optimal balance between these paradoxical activities.

This was a qualitative, exploratory study intended to understand how leaders practically balanced paradoxes to achieve ambidexterity. Twelve semi-structured, interviews were conducted with senior management and executive leaders across industries working for South African and multi-national companies.

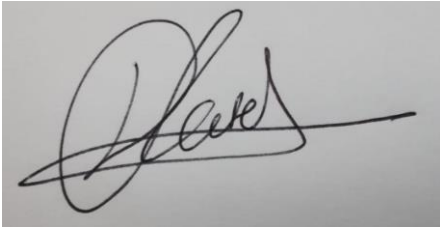
The research consolidates knowledge from existing literature and tests the validity with leaders and the relevance of the framework. The study analysed multi-level paradoxes, on how the leaders balanced these paradoxes to drive innovation and change in the organisation. The findings have been consolidated into a single framework which provide a holistic view on how leaders drive innovation and change, while exploiting the current business operations. The aim was to provide a framework for leaders which could be applied in practice to balance paradoxes.

**Key Words:** Paradox; Leadership; Exploration; Exploitation; Ambidexterity

## 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.*

### **Signed:**



**Date: 11<sup>th</sup> November 2019**

## Table of Contents

<b>Chapter 1: Research Problem and Purpose</b> .....	<b>9</b>
1.1 Introduction.....	9
1.2 Explore & Exploit.....	10
1.3 What is Known.....	11
1.4 Gaps in Research.....	13
1.5 Research Problem.....	14
1.6 Purpose of Study.....	17
1.7 Objective of Research.....	18
<b>Chapter 2: Literature Review</b> .....	<b>19</b>
2.1 Introduction.....	19
2.2 Exploration.....	19
2.3 Exploitation.....	21
2.4 Organizational Ambidexterity.....	22
2.4.1 The Origins of Ambidexterity.....	22
2.4.2 Structural Ambidexterity.....	23
2.4.3 Temporal Ambidexterity.....	24
2.4.4 Contextual Ambidexterity.....	24
2.4.5 Individual Ambidexterity.....	25
2.5 Individual Ambidexterity and Innovation Performance.....	25
2.6 Paradox Theory.....	26
2.7 Link Between Paradoxical Leadership and Organizational Ambidexterity.....	30
2.8 Paradoxical Leadership in African Context.....	33
2.9 Overview Analysis: Paradox Theory, Leadership and Ambidexterity.....	33
2.10 Innovation Process Overview.....	34
2.10.1 Idea Generation.....	34
2.10.2 Conversion.....	34
2.10.3 Diffusion.....	35
2.10.4 Link between Innovation Process and Pre-Liminary Model.....	35
2.11 Create Quadrant.....	36
2.11.1 Introduction to Create Quadrant.....	36
2.11.2 Paradoxes in Create Quadrant.....	36
2.12 Change Quadrant.....	38

2.12.1 Introduction to Change Quadrant.....	38
2.12.2 Paradoxes in Change Quadrant.....	38
2.13 Capacitate Quadrant.....	40
2.13.1 Introduction to Capacitate Quadrant.....	40
2.13.2 Paradoxes in Capacitate Quadrant.....	40
2.14 Consolidate Quadrant.....	43
2.14.1 Introduction to Consolidate Quadrant.....	43
2.14.2 Paradoxes in Consolidate Quadrant.....	43
2.15 Pre-Liminary Model.....	45
<b>Chapter 3: Research Questions.....</b>	<b>46</b>
3.1 Introduction.....	46
3.2 Pre-Liminary Model.....	46
3.3 Research Questions.....	47
3.3.1 Research Question 1.....	47
3.3.2 Research Question 2.....	47
3.3.3 Research Question 3.....	47
3.3.4 Research Question.....	48
<b>Chapter 4: Research Methodology and Design.....</b>	<b>49</b>
4.1 Introduction.....	49
4.2 Methodology and Design.....	49
4.3 Population.....	51
4.4 Sample Method and Size.....	51
4.5 Unit of Analysis.....	52
4.6 Date Gathering Instrument.....	52
4.7 Date Gathering Process.....	53
4.8 Date Analysis.....	54
4.9 Research Limitations.....	55
<b>Chapter 5: Results.....</b>	<b>57</b>
5.1 Introduction.....	57
5.2 General Observations and Overview.....	58
5.2.1 Context.....	58
5.2.2 Overview of Results.....	58

5.3 Results Create Quadrant.....	60
5.4 Results Change Quadrant.....	70
5.5 Results Capacitate Quadrant.....	79
5.6 Results Consolidate Quadrant.....	86
5.7 Results Flow of the Model.....	92
<b>Chapter 6: Discussion of Results.....</b>	<b>96</b>
6.1 Introduction.....	96
6.2 Discussion of results on overall model flow.....	96
6.2.1 There needs to be a purpose.....	97
6.2.2 There needs to be a vision hinged on the purpose.....	97
6.2.3 The Model is hinged on the vision.....	99
6.2.4 Model Overview with Purpose and Vision.....	100
6.3 Discussion of Results Create Quadrant.....	100
6.3.1 Leaders need to create a burning platform for Change.....	101
6.3.2 Co-Create the Idea.....	102
6.3.3 Need for Customer Centric Vision.....	103
6.3.4 Need for Minimum Viable Product.....	104
6.3.5 Leadership need to set example on Controls and Structure.....	105
6.3.6 Excellent Time Management.....	106
6.3.7 Bottom Line is Return on Investment.....	107
6.3.8 Overview of Create Quadrant Findings.....	108
6.4 Discussion of Results Change Quadrant.....	109
6.4.1 Leaders need to provide transparency and understand why.....	109
6.4.2 Inspire people to achieve the vision.....	110
6.4.3 Leaders need to have Empathy.....	110
6.4.4 Leaders need to be Self-Aware.....	111
6.4.5 Overview of Change Quadrant Findings.....	112
6.5 Discussion of Results for Capacitate Quadrant.....	113
6.5.1 Partner Internally and Externally.....	113
6.5.2 Creating space to achieve potential.....	114
6.5.3 Building trusts across organisation.....	115
6.5.4 Having Self-Efficacy.....	115
6.5.5 Overview of Capacitate Quadrant Findings.....	116
6.6 Discussion of Results Consolidate Quadrant.....	117
6.6.1 Burning the old ship.....	117
6.6.2 Create small wins along the way.....	117
6.6.3 Smaller milestones foster a culture of change.....	119
6.6.4 Overview of Consolidate Quadrant Findings.....	120
6.7 Final Model: Paradoxical Leadership to enhance ambidexterity.....	120
<b>Chapter 7: Conclusion.....</b>	<b>122</b>
7.1 Introduction.....	122

7.2 Overview of the Model.....	122
7.3 Purpose & Vision.....	123
7.4 Four Quadrants and it's paradoxes.....	123
7.5 How to optimally balance the paradoxes.....	124
7.5.1 Balancing Paradoxes in Create Quadrant.....	125
7.5.2 Balancing Paradoxes in Change Quadrant.....	125
7.5.3 Balancing Paradoxes in Capacitate Quadrant.....	126
7.5.4 Balancing Paradoxes in Consolidate Quadrant.....	127
7.6 Limitations of Research.....	128
7.7 Suggestions for Future Research.....	128
7.8 Conclusion.....	129
<b>References.....</b>	<b>120</b>
<b>Appendix 1.....</b>	<b>138</b>
<b>Appendix 2.....</b>	<b>139</b>
<b>Appendix 3.....</b>	<b>145</b>
<b>Appendix 4.....</b>	<b>147</b>
<b>Appendix 5.....</b>	<b>149</b>
<b>Appendix 6.....</b>	<b>150</b>
<b>Appendix 7.....</b>	<b>151</b>

## List of Tables

<b>Table 1: Participants Overview.....</b>	<b>57</b>
<b>Table 2: Overview and Summary of Results.....</b>	<b>59</b>
<b>Table 3: Results on content for create quadrant.....</b>	<b>60</b>
<b>Table 4: Thematic Analysis on create paradoxes.....</b>	<b>63</b>
<b>Table 5: Results on content for change quadrant.....</b>	<b>71</b>
<b>Table 6: Thematic Analysis on change paradoxes.....</b>	<b>74</b>
<b>Table 7: Results on content of capacitate quadrant.....</b>	<b>79</b>
<b>Table 8: Thematic Analysis on capacitate paradoxes.....</b>	<b>82</b>
<b>Table 9: Results on content for consolidate quadrant.....</b>	<b>86</b>
<b>Table 10: Thematic Analysis on consolidate paradoxes.....</b>	<b>89</b>
<b>Table 11: Results on flow of model.....</b>	<b>92</b>

## List of Figures

<i>Figure 1: Paradox trade off and comprise- Source .....</i>	<i>27</i>
<i>Figure 2: Linking Innovation process to Pre-Liminary Model Quadrants.....</i>	<i>35</i>
<i>Figure 3: Overview of Create Quadrant &amp; It's Paradoxes.....</i>	<i>37</i>
<i>Figure 4: Overview of Change Quadrant &amp; It's Paradoxes.....</i>	<i>39</i>
<i>Figure 5: Overview of Capacitate Quadrant &amp; It's Paradoxes.....</i>	<i>42</i>
<i>Figure 6: Overview of Capacitate Quadrant &amp; It's Paradoxes.....</i>	<i>44</i>
<i>Figure 7: Paradoxical Leadership Framework to Enhance Ambidexterity.....</i>	<i>45</i>
<i>Figure 8: Overview on Create Quadrant Findings.....</i>	<i>108</i>
<i>Figure 9: Overview on Change Quadrant Findings.....</i>	<i>112</i>
<i>Figure 10: Overview on Capacitate Quadrant Findings.....</i>	<i>116</i>
<i>Figure 11: Overview on Consolidate Quadrant Findings.....</i>	<i>120</i>
<i>Figure 12: Paradoxical Leadership Framework to Enhance Ambidexterity.....</i>	<i>121</i>

## Chapter 1: RESEARCH PROBLEM DEFINITION AND PURPOSE

### 1.1 Introduction

Business success depends on understanding how external forces such as globalization, demographics, and sustainability impact a company's competitive strategy and position (Gurbaxani & Dunkle, 2019). The business environment has become very dynamic, organisations encounter numerous challenges to lead in this dynamic environment, in terms of change and innovation (Brozovic, 2016). While leading the change, organisations are demanded to increase efficiencies in the core business model (Turner, Swart, & Maylor, 2013).

Success in this type of business environment will also be depended on firms leveraging powerful digital infrastructures. Examples include machine learning, cloud computing, wireless and mobile networks. The technology platforms have become necessary to be the foundations for growth within an organisation (Gurbaxani & Dunkle, 2019). These technological foundations required organisations to undertake a journey of digital transformations and innovation to remain competitive in the future. This type of transformation will touch all areas of organisation from strategy, organisation design, work processes, culture and capabilities. (Gurbaxani & Dunkle, 2019)

Current business environment has increased competition, limited resources and shorter product life cycles, require organisations to improve current operations and explore future opportunities to sustain itself over the long term.(Scheepers & Storm, 2019 ; Raisch & Birkinshaw, 2008; Flyod & Lane, 2000)

Scholars have identified that for a firm to remain relevant and survive over the long term, it will require exploitation of its current capabilities which puts focus on finding efficiencies in the current core business, while exploring new capabilities to ensure innovation and transformation is taking place (Lewis, Andriopoulos, & Smith, 2014; Smith & Tushman, 2005). This requires a balance between the two activities, an over emphasis on exploitation will deliver short term results at the sacrifice of long-term results as the firm will fail to adapt and innovate for the future (Junni, Sarala, Taras, & Tarba, 2013).

## **1.2 Explore & Exploit**

Exploration is the creation of new products and services, finding new resources and knowledge. It is a concept where organisations will explore new opportunities. Exploration is linked with radical innovation and transformation through experimenting (Sinha, 2015). Exploitation is a focus on creating efficiencies and refining existing products and services. Exploitation is linked to the concept of incremental innovation and learning (Sinha, 2015; Benner & Tushman, 2003; March, 1991).

Exploration and Exploitation inherently have tensions and stresses between the two requirements. The two concepts are contradictory based on their requirements for structure, capabilities, culture and leadership (Maijanen & Virta, 2017; Tushman & O'Reilly, 1996).

### 1.3 What is known

The ability to simultaneously increase operational efficiency and undertake organisational innovation has become a cornerstone for the long-term prosperity of organisations (Katic & Agarwal, 2018). Realising the optimal balance between exploiting the current business model and exploration of future innovations is tough in practice (Maijanen & Virta, 2017; Trimble, 2010).

In recent literature, scholars have defined differences between incremental and radical innovation. Incremental innovation is a focus on exploitation of current business model and continuous improvement. Radical innovation entails new business models, and a fundamental change to current products or services (Scheepers & Storm, 2019 ; Wu & Wu, 2016). This ability for an organisation to balance both types of innovation, in literature is referred to as organisation ambidexterity (Scheepers & Storm, 2019 ; Benner & Tushman, 2015; Gibson & Birkinshaw, 2004; March, 1991 ).

Organisational ambidexterity is the firm's ability to simultaneously exploit current assets and resources, and explore new ventures or innovations, for example new technologies and entering new markets and industries (O'Reilly & Tushman, 2011, 2013; March, 1991). Research around ambidexterity has covered numerous industries, environments, organisational and managerial antecedents including the results of ambidexterity (O'Reilly & Tushman, 2013, 2016; Lavie, Stettner, & Tushman, 2010; Raisch & Birkinshaw, 2008; Simsek, 2009). Scholars have used various streams to analyse organisational ambidexterity, with capability building, technological innovation, adaptation, organisational design and strategic leadership (Raisch & Birkinshaw, 2008).

Ambidexterity has been generally associated with increase in innovation, improvement in financial results, and firm's sustainability over the long term. (O'Reilly & Tushman,

2013). An organisation can attain competitive advantage through leadership driving ambidexterity and when leadership encourages behaviours that will enhance elements around exploitation and exploration (Turner, Swart, & Maylor, 2013; O'Reilly & Tushman, 2011; Andriopoulos & Lewis, 2009, 2010).

Literature indicates that leadership has the responsibility of balance exploration and exploitation. Leadership needs to drive ambidextrous practices which will enable successful growth of the business.

However, achieving optimal balance between exploration and exploitation is problematic, it certainly creates tensions and paradoxes at individual and organisational level. (Andriopoulos & Lewis, 2009, 2010; Govindarajan & Trimble, 2010)

Original research has been done, to understand how to optimally balance these tensions and paradoxes (March, 1991). However, researchers have focused how organisations balance tensions at a macro level, focusing resource constraints internally and externally (Malik,Boyle & Mitchell, 2017; Cantarello, 2012; O'Reilly and Tushman, 2011). The current literature amplify the need to balance exploration activities with the incremental exploitation of current activities, taking into account leadership's role (Malik,Boyle & Mitchell, 2017; Cao, 2012).

There have been numerous factors highlighted in literature which may play a role in search for organisational ambidexterity. Organisational environment, culture, organisational procedures, policies and practices, as well as rewards and recognition have an influence of organisational ambidexterity (Schneider ,2017; Charbonnier-Voirin, 2010; Shein, 2004). Culture and climate conducive to innovation is however highly valued in ambidexterity (Scheepers & Storm, 2019; Jaiswal & Dhar, 2015; Cerne , 2013; Sarros , 2008).

Scholars agree that culture and climate is crucial enabler to improve organisational ambidexterity ( Jaiswal & Dhar, 2015; Eisenbeiss , 2008 ; Damanpour & Schneider, 2006), there is however a consensus around strong leadership being a pre-requisite for organisational culture and climate for transformation (Jaiswal & Dhar, 2015). Transformational leadership in an organisation has also shown a positive correlation to enhancing organisational ambidexterity which drives innovation and transformation required in this digital age.( (Scheepers & Storm, 2019; Schneider ,2017)

#### **1.4 Gaps in Research**

Leadership is being recognised in literature as the essential factor to ambidexterity, however there is minimal understanding about how leaders can balance the tension and paradoxes around exploitation and exploration (Gilbert, 2005; Järventie-Thesleff, Moisander, & Villi, 2014; Maijanen & Jantunen, 2014). Exploration and exploitation creates inherently tensions within organisations and people within the organisation (Andriopoulos & Lewis, 2009; O'Reilly & Tushman, 2008; Tushman & O'Reilly, 1996). These tensions are created in the capabilities, structures, culture and leadership of the organisation (Järventie-Thesleff, Moisander, & Villi, 2014; Maijanen & Jantunen, 2014).

For leadership to maintain this balance between the tensions of exploration and exploitation, is a difficult task (Scheepers & Storm, 2019; Nemanich & Vera, 2009). This challenge should be analysed through a paradoxical lens and involves an increase in coordination costs (De Clercq , 2014). However traditional research and management styles focus on exploitative innovation within current business models and processes (Scheepers & Storm, 2019; Gibson & Birkinshaw, 2004).

Majority of the research in the field of ambidexterity, views the paradox from a macro organisational level (Birkinshaw & Gupta, 2013; Nosella, Cantarello, & Filippini, 2012). There has been efforts made to conduct multi-level analysis of the paradox (Turner, 2013; Raisch, Birkinshaw, Probst, & Tushman, 2009 ). It has been found that very little theory exists to balance this paradox at a micro and leadership level (Turner, 2013).

Post 2013 there has been a small trend on growing theory and literature to start unpacking individual ambidexterity. There have been findings around factors which influence individual ambidexterity like culture and purpose (Wang & Rafiq, 2014), strategy (Papachroni , 2016), capabilities and learning agility (Kauppila & Tempelaar, 2016), internal and external networks and emotional intelligence (Kao & Chen, 2016).

There has been a bias towards a collective approach which has led to an over simplification of this phenomena of ambidexterity. Practically there is a need to find optimal balance between paradoxes for leaders, which will lead to improvement in firm performance and innovation abilities (Schad, 2016).

These findings are fragmented and lack a consolidated model or toolkit for leadership to optimally balance the paradox of exploration and exploitation. fAgreement in literature has not been reached on how leadership can achieve a balance between exploration and exploitation activities.

### **1.5 Research Problem:**

Organisational performance and innovation lies in the finding of balance on the spectrum of exploration and exploitation. This balance is the prime feature for the existence of the firm over the long term (O'Reilly & Tushman, 2013; March, 1991). An overemphasis on

either can lead to stagnation of the firm, and incapability of the firm to meet and tackle future challenges (O'Reilly & Tushman, 2013; March, 1991).

The balancing of the ambidexterity paradox should be seen as complimentary. The current business model and core will provide the cash flow, resources and capability to drive innovation and new knowledge. The innovation will generate new knowledge which can be used to enhance the core business model (Maijanen & Virta, 2017; Piao & Zajac, 2016; Smith & Tushman, 2005 ).

Leadership is required to master this balance of exploration and exploitation. They play a crucial role in the decision making, resource allocation and organisational structures which will balance exploitation and exploration activities (Maijanen & Virta, 2017; Gibson & Birkinshaw, 2004; Smith & Tushman, 2005). Leaders need to embrace the tensions and contradictions to enhance the creation of these organisational structures and processes (Maijanen & Virta, 2017; Smith & Tushman, 2005). During the periods where radical changes are required, leaders will be called on to make decisions to balance the paradox and enhance the renewal of the organisation (Maijanen & Virta, 2017).

Leaders will face exposing tensions internally from the organisation and externally from the market or industry. To bank the short-term benefits, it creates less uncertainty and leaders tend to prefer the risk averse behaviours, therefore creating a bias towards exploitation activities (Maijanen & Virta, 2017). The organisational culture and learned knowledge becomes the normal way of doing things, across all levels including senior leadership (Maijanen & Virta, 2017; Bettis & Wong, 2003; Kor & Mesko, 2013; Tripsas & Gavetti, 2000).

Leading innovation, and ensuring an organisation has innovation culture will present leaders with unique demands (Hunter, Cushenbery & Jayne, 2017). These demands require leaders to produce innovation, while managing the dilemma of exploration and exploitation. This dilemma is fundamental for leaders to get right across the organisation (Hunter, Cushenbery & Jayne, 2017; Hunter, Thoroughgood, Myer, & Ligon, 2011).

For organisations to be ambidextrous, this is first and foremost a leadership challenge. (Probst, 2011). Behaviour by leadership is an important factor to direct and influence follower behaviour (Scheepers & Storm, 2019; Day & Antonakis, 2012). Organisations that have proven to meet the competing demands of exploration and exploitation show that leaders encourage paradoxical thinking (Lewis, Andriopolous, & Smith, 2014).

Leaders who have understood and embraced these paradoxes have benefited in terms of driving change within an organisation. They have managed to strategically implement the required innovation and shown agility to drive competitive advantage for the firm (Lewis, Andriopolous, & Smith, 2014).

Lego CEO Kerk Kristiansen led the restructure of the company, and during this process his strategic team had to balance enablement and regulation, as well as independence and collaboration. IBM had to balance stability and change, control and flexibility. (Lewis, Andriopolous, & Smith, 2014)

Unilever's challenge was between creating shareholder value and corporate social responsibility, as well as global scale and local market requirements. The leaders of these organizations moved away from resolving the conflicting demands, towards valuing the creative insights and positive energies created by these paradoxes. These paradoxes forced them away from the norm and towards novelty in thinking. (Lewis,

Andriopolous, & Smith, 2014) Once the paradoxes are embraced and valued, leadership needs to seek out these paradoxes within the teams they lead.

## **1.6 Purpose of the Study**

Automotive industry has seen adoption of numerous transformation strategies, for example self-driving capabilities in cars. Shipping industry saw giants Maersk re-inventing themselves with blockchain technology partnering with IBM. Disney theme parks adapted its business with MyMagic + to improve the user and visitor experience. These examples illustrate how the digital landscape is fundamentally changing the context in which businesses operate across diverse industries (Gurbaxani & Dunkle, 2019).

Given the shift to a digital world, businesses can no longer rely on thinking and behaviour suited only to the physical world. Managers in today's competitive landscape must recognize and anticipate technology-enabled change, estimate its potential impact, and understand how to leverage digital technology to create and capture value for their companies. Managing in a digital world requires rethinking the company's strategies, business models, and key business drivers for success (Gurbaxani & Dunkle, 2019).

The study therefore intends to address the issues around balancing the paradox of exploration and exploitation, for leaders to drive innovation and transformation in an organisation which operates within today's fast pace business environment. The study has adopted an analysis which draws consideration to under researched leadership requirements for ambidexterity. The research scope will cover two levels, one looking at what type of paradoxes leadership will face during transformation process, secondly how will leaders practically balance these paradoxes in during the process.

It is the purpose of the research to:

1. Develop a paradoxical leadership principles model using current literature as a basis for the model.
2. Test the model with Senior Leaders within organisations to gain deeper understanding around the practicality and validity of the model.
3. Gain a deeper understanding of how leaders will balance the paradoxes within the model to enhance ambidexterity within the organisation.

### **1.7 Objective of Research**

The objective of this paper is to produce a leadership model which can be used as a practical guide for leaders looking to enhance ambidexterity within their organisation, and subsequently effectively delivering on innovation requirements while still exploiting

current business model to deliver on short term business requirements. The implications of the model are intended to impact numerous areas in business from organisation structures, decision making, rewards, leadership styles and stakeholder management.

There is a lack of micro-level literature around individual and leadership ambidexterity. This study will aim to view ambidexterity through a paradoxical lens to create a model for leadership, which will provide insights on leaders can practically balance the paradox of exploration and exploitation. There enhancing the current literature around individual ambidexterity which providing practical use for leaders in today's business environment.

## Chapter 2: Literature Review

### 2.1 Introduction

Chapter 2 will cover the below fundamental concepts by providing a theoretical context.

The flow of the chapter is:

- Exploration
- Exploitation
- Ambidexterity and types of ambidexterity's
- Link between Individual Ambidexterity and Firm Performance
- Paradox Theory
- Link between Paradoxical Leadership and Ambidexterity
- Overview of Leadership, Paradoxes and Ambidexterity
- Innovation Process and Link to Pre-liminary Model
- Literature for Quadrants of the Pre-liminary Model

### 2.2 Exploration

Exploration is about venturing into new possibilities, through research and includes a certain amount of risk and experimentation. Organisations which focus on exploration understand the requirements of initial investment outlays, which may not generate any returns in the short term (Popadiouk, 2016).

Exploration requires different or out of the box thinking, adaptive capability building and gathering new knowledge with constant transformation (Tarody, 2016; Papachroni 2015). The transformation is radical and impacts areas of product and service innovation (Papachroni 2015). Exploration can also be associated with organisational structure, systems, processes and digital transformation in the organisation (He & Wong, 2004).

Viewing ambidexterity at an individual level, the individual when conducting explorative activities will deviate from the routines and day to day activities. The individual will try new approaches and new activities and will not rely on proven methods and previous knowledge (Rosing & Zacher, 2017). Learning during the explorative phase increase the breadth and depth of the knowledge within a firm, and creates platforms for radical innovation (Kauppila & Tempelaar, 2016).

The returns on the investment are less certain and will be reaped in the long term. This element of uncertainty increases the level of risk which requires some risk appetite from management. Exploration therefore is harder for organisations to internalise, and focuses on innovation and tacit knowledge (Popadiouk,2016; Levie & Tushman ,2010).

An over emphasis on exploration the organisation can fall into “Failure Trap”, where it will fail to fully exploit the new innovation or idea (Junni & Sarala , 2013). At an individual level, an over emphasis on exploration at the cost of exploitation, the individual will fall into the “Novelty Trap” as the new designs may fail to materialise (Rosing & Zacher, 2017).

The balance on the ambidexterity spectrum is critical for an organisation. Based on the above literature, exploration at its core, requires the search for new knowledge, technologies, products and processes. The Increase in this type of effort, increase the current business costs. However, the spend for this cost will be realised in revenues at a later stage. This could drive key financial metrics in the short term to show a poorer picture to the shareholders, which becomes a difficult sell for senior management to the board (Rosing & Zacher, 2017; Papachroni, 2015).

## 2.3 Exploitation

Exploitation has a focus on improving the current technologies, business model, and processes. The investments required have minimal impact on current operating costs, however the impact on sales can be seen in the short term (Perez, 2017; Jansen & Mom, 2015).

Exploitation is seen as a relatively safe approach with high returns. However, it is argued in literature that these returns are due to the explorative efforts conducted in the past and creating a false appearance of superiority for exploitative efforts in comparison to explorative efforts (Perez, 2017).

Exploitation will not require creative thinking, and have standard answers to the questions that come up in business. It is focused on continuous improvement of the current process and existing knowledge within an organisation (Tarody, 2016; Andriopoulos & Lewis, 2009). The focus will be on efficiency of the execution and creating reliability and improvement in productivity for the organisation (Good & Michel, 2013; Turner & Swart, 2013).

At an individual level, leaders will rely on past experience and prevailing practices, with common phrases being used such as “this is how it’s always been done here” or they will improve current processes in increments (Rosing & Zacher, 2017). Exploitation will create depth and reliability of the knowledge base within an organisation (Kauppila & Tempelaar, 2016).

Companies cannot rely only on improvements on efficiently running the core business models to survive over the long term. Their competitive advantage will be eroded with this over focus, and this could lead to a success trap, without adapting to the changing business environment (Junni, 2013). Leaders who put emphasis on exploitation at the

cost of exploration will experience a “routine trap” and lack agility to adapt (Rosing & Zacher, 2017).

The literature indicates that organisations at a macro and micro level will require to conduct Exploration and Exploitation activities to survive and grow with the changing business environment. Over focus on either one, will result in poor business results. Having this balance, is captured in literature by the concept of organizational ambidexterity.

## **2.4 Organisational Ambidexterity**

Organizational ambidexterity discusses the ability of a firm to explore and exploit. Exploitation in a sense where the firm competes in mature environments, process efficiency, governance structures and incremental enhancements to current models are done. Exploration in a sense where the firm competes in innovative technologies and environments, where the firm will require agility, independence and experimentation (Venugopal, Krishnan & Kumar 2018; Papachroni, Heracleous & Paroutis, 2015; O'reilly & Tushman, 2013).

### **2.4.1 The Origins**

The challenge firms face is exploitation of existing assets and capabilities generates a higher level of certainty and short-term results for the firm which are positive. However, exploration generates a high level of uncertainty and the rewards are long terms, which might be contrary to what the shareholders are looking for (March ,1991).

Firms have been reviewed in terms of how they managed to survive and evolve over the long term. They suggest based on their findings a firm needed to explore and exploit simultaneously to sustain itself (O'Reilly & Tushman, 2013).

Organizational ambidexterity will allow the firm to reconcile tensions and paradox of exploring and exploiting (Raisch, Birkshaw, Probst, & Tushman, 2009). It seems the literature has used organizational ambidexterity as the solution for the firm to balance this macro paradox of exploration and exploitation which is critical for sustainability over the long term. (Venugopal, Krishnan & Kumar 2018)

#### **2.4.2 Structural Ambidexterity**

Companies will find optimal balance the pressures on spectrum of exploration and exploitation by designing an organisation with separate units. Some units which will only focus on exploration and some units only on exploitation. Exploitative units have more resources and are larger. They have tighter controls and processes. Whereas explorative units are smaller and decentralised (Papachroni , 2016).

Structural ambidexterity however, is not as simple as creating separate structures, but will require unique design of processes, capabilities and rewards structure (Turner, 2013). Creation of separate structures can create power imbalances between the business units (Schad , Lewis, & Smith, 2016).

This mechanism has been challenged in literatures, where scholars have argued that you cannot have business units focusing solely on exploitation or exploration (Turner, 2013; Birkinshaw & Gupta, 2013). There has also been more support raised for the need for individual and leadership ambidexterity (Birkinshaw & Gupta, 2013).

### **2.4.3 Temporal Ambidexterity**

Temporal ambidexterity is focused on time, where the exploration and exploitation activities are separated by time (Gupta, Smith, & Shalley, 2006 ; Tushman & O'Reilly, 1996). This proposes that organisations spend time exploiting for a period of time, and shifting focus for a period time doing exploration activities, however it is sequential and simultaneous (Smith, 2017; Papachroni , 2016; Schad , 2016).

This mechanism does not allow for the activities of exploration and exploitation to co-exist (Smith & Lewis, 2011). This entails only accepting a paradoxical tension in the long term, however in the short term the firm needs to be make a trade-off by choosing either or of activities (Schad , 2016).

### **2.4.4 Contextual Ambidexterity**

Contextual ambidexterity challenges the concept of structural ambidexterity, and advancing it to a approach which uses processes and allows individuals in a firm to make their own judgement on how to best manage their time to find optimal balance between exploration and exploitation (Tarody, 2016; Turner , 2013 ; Gibson & Birkinshaw, 2004).

Contextual ambidexterity places higher focus on leadership to manage the context of the business environment and create supportive structures and trust for an organisation to become ambidextrous (Kang & Snell ,2009; Gibson & Birkinshaw, 2004). However contextual ambidexterity provides a concept on how to optimally balance the spectrum of exploration and exploitation, there is still a temporary separation of activities and trades offs that need to be made at micro individual and leadership level (Papachroni , 2016).

Scholars have been searching for research which explores leadership and social explanations (O'Reilly & Tushman, 2013; Tarody, 2016; Turner , 2013).

#### **2.4.5 Individual Ambidexterity**

Very little focus has been put on individual ambidexterity in literature and empirically. The initial attempts to develop theories and operationalise this concept, however these attempts have provided a mere conceptual solution which has very little link to the practical challenges for leaders (Mom, Van Den Bosch, & Volberda, 2007).

Individual exploration focuses on different ways of doing tasks and learning from error. When exploring individuals will deviate from regular tasks. Individuals exploiting will rely on previous experience and focus on finding efficiencies in executing current tasks (Rosing, Frese, & Bausch, 2011).

There has been great debate if ambidexterity can exist at an individual level. Recent literature however supports the need for leaders who are ambidextrous at an individual level. It has been observed that truly ambidextrous leaders, during exploration can find channels to exploit the new idea into implementation (Kauppila & Tempelaar, 2016).

#### **2.5 Individual Ambidexterity and Innovation Performance**

Scholars in innovation have argued innovation includes tensions, paradoxes and contradictions (Miron-Spektor, Gino, & Argote, 2011; Bledow, 2009; Benner & Tushman, 2003). Based on this the successful execution of individual ambidexterity will include the integration of contradictory requirements and paradoxical tensions.

It is argued in literature that ambidextrous leaders can engage and utilise paradoxical thinking. By doing so they can fulfil numerous roles and engage variety of activities (Mom, 2015). Having ambidextrous leaders will ensure the organisation is guided with clarity, as too much exploration can create confusion, and too much exploitation will create inflexibility (Gebert, Boerner, & Kearney, 2010).

## **2.6 Paradox Theory**

Firms by their very nature are integrated in paradoxes such as autonomy and control, closed and open systems, collectives and individuals. (Lewis, Andriopolous, & Smith, 2014) . The tensions arising from such paradoxes occur in an organization at a macro and micro level (Cunha & Putnam,2019).

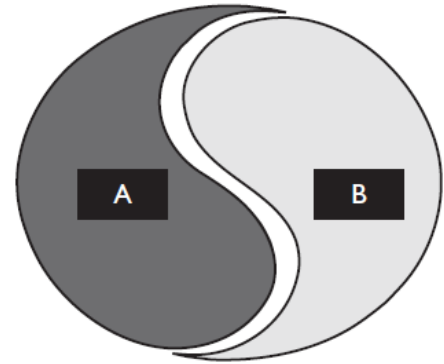
A paradox is opposing yet interconnected fundamentals which happen concurrently and persevere over time. These fundamentals appear rational when measured in separation, but seem illogical, unreliable as soon as compared together. This is different from a trade-off and compromise. Trade-off is seen as a choice which each choice having an advantage and disadvantage. Compromise is seen as a settlement where the decision is trying to blend and integrate both options (Lewis, Andriopolous, & Smith, 2014) .

Eastern literature and philosophy have also provided us with insights into the nature of paradoxes, and effective ways of balancing the paradoxes. The eastern literature has suggested that opposites can co-exist harmoniously as “both-and”, rather than “either-or. The approach is to embrace the paradoxes, and leaders should embrace a “both-and” strategy over time (Zhang, Waldman, Han, & Li, 2015).

**Figure 1: Paradox trade off and comprise- Source: (Lewis, Andriopolous, & Smith, 2014)**

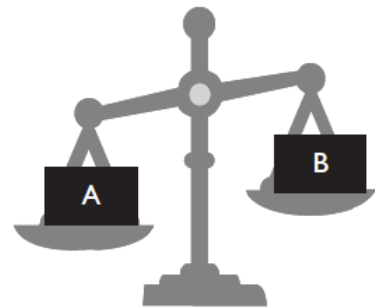
**Paradox** - Contradictory yet interrelated elements that exist simultaneously and persist over time. Such elements seem logical when considered in isolation, but irrational, inconsistent, even absurd, when juxtaposed.

*Decision goal:* identify a both/and solution that leverages synergies and distinctions of the opposing elements.



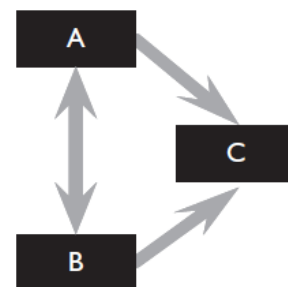
**Tradeoff** - Competing choices, each with advantages and disadvantages such that no clear preference or dilemma exists. Decision making requires weighing pros and cons for each option.

*Decision goal:* make tradeoff, selecting the option that maximizes the advantages and limits the disadvantages.



**Compromise** - Contradictory elements resolved through an integration of both options. Decision making requires finding a common ground between the options.

*Decision goal:* blend options into a single, new alternative that leverages aspects of each opposing element in order to attain slightly revised objectives.



Paradoxes are in our everyday life, and they are becoming increasingly relevant in organizations and effective leadership behaviours. The essence of a paradox is that the two elements need to co-exist and they need to be dealt as a pair. Therefore, leadership needs to take a “AND mentality” verses a “either/or” mentality.

Percy Barnevik during his tenure as the CEO of Zurich Bases ABB, a power and automation technology firm, provide us with some insights into paradoxical based leadership. He realized that ABB was a firm of paradoxes, 1) Global and Local, 2) Big and small, 3) Decentralized and centralized (De Vries,1996). He believed that if these paired combinations could be achieved and exist in harmony together ABB would create a real organizational advantage.

These basic concepts are becoming more relevant in today’s business environment where firms globalize and must deal with numerous stakeholders which include employees, suppliers, customers, consumer or environmental watchdog groups, local communities in which firms are located. For example, the use of foreign suppliers can raise issues of child labour practices (Pless, Maak, & Stahl, 2011). The current business environment is changing fast, becoming complex where leaders are needed to confront rising paradoxical demands (Zhang, Waldman, Han, & Li, 2015).

Leadership will be required to be “paradox” “savvy”, which will impact the organization and the teams which report into them. For the teams which the leaders manage, the leader will be a role model to the followers, on how he or she approaches problems in paradoxical way, and how the approach is complex yet adaptive. The followers are more likely to become more proactive, adaptive and innovative in their own work (Zhang, Waldman, Han, & Li, 2015).

There seems to be now definition of what it means to be “paradox” “Savy” and how a leader will eventually manage paradoxes within the organization. The objective of this study will intend close some of these questions, for example, what does it mean to be “paradox” “savy” (Cunha & Putnam,2019).

Creating ripple effect of paradoxical behaviour across the organization, the researcher believes it may enhance the achievement of organizational ambidexterity at a macro level. To supplement this exportation into paradoxical leadership, at an organizational level paradoxical leadership is likely to be associated with firm sustainability (Lewis, Andriopolous, & Smith, 2014). There have been studies which link leadership to organizational ambidexterity, and how leadership behaviours will impact the success of a firm in balancing the explore and exploit paradox (O’Reilly & Tushman, 2011) (Lavine, 2014) (Lewis, Andriopolous, & Smith, 2014).

These studies however, do not provide the insights on paradoxical leadership and how leaders should manage paradoxes. During the transition period for print newspapers, and how they adjusted to digital media, the problem faced by companies was not the allocation of resources for example cash. However, it was the failure of the companies to change the current business models effectively and effectively allocate resources to manage this change in environment (Cunha & Putnam,2019; Gilbert 2005).

Therefore, highlighting that to successfully achieve organizational ambidexterity the leaders will need to be able to pull the strings to manage resources allocation effectively between current business process, routines and new business fields. These findings in the literature review further justifies the intention of the researcher to gain insights around paradoxical leadership which will enhance the management of paradoxes, which eventually leads to enhancement of organizational ambidexterity at a macro level.

## **2.7 Link Between Paradoxical Leadership and Organisational Ambidexterity**

Scholars have increased and evolved the debate over paradoxes, while trying to understand paradoxes at different levels in an organisation (Good & Michel, 2013). However, research conducted mainly views paradoxes at an organisational level (Birkinshaw & Gupta, 2013; Nosella , 2012; Schad , 2016). Individual leadership may influence the organisations ability to achieve ambidexterity (Bonesso et al., 2014).

Organizational ambidexterity has been recognised by scholars as a vital predecessor of organizational innovation and performance. However, the focus of researchers has shifted to an individual level verses an organisation level when studying ambidexterity. Therefore, at an individual level studies have focused on how individuals engage both explorative and exploitative activities (O'Reilly & Tushman, 2013).

There have however been no answers to how an individual can achieve an optimal balance between exploration and exploitation, which trying to innovate and adapt current business models, in this age of digital disruption and fast changing business environment (Rosing & Zacher, 2017). It still remains to be answered on how organisations can best achieve and operationalise ambidexterity (O'Reilly & Tushman, 2013; Simsek, Heavey, Veiga, & Souder, 2009).

Ambidexterity in itself is a paradoxical demand for innovation. At a leadership level, paradoxes are inherent, and leading innovation will require consideration of unique paradoxes as a leader (Byrne, 2014). The innovation process will be required leadership to execute numerous activities and change is imminent throughout the process (Lubart, 2001).

The demand to balance ambidexterity paradox, is different for leaders when driving innovation verses trying to drive efficiency in core business only. This demand has given rise to innovation paradox in literature (Benner & Tushman, 2015; Bledow, 2009; March, 1991).

After consideration of these unique demands for leaders, when they are working on driving innovation and transformation, the paradoxical processes in literature are centred around exploration and exploitation. In the innovation paradox, exploration and exploitation refer to the tension between the chase of new concepts and take advantage of current concepts and competences (Rosing, Frese, & Bausch, 2011).

The requirements for explorations and exploitation create a clear paradox for the leadership of organisations. The manage this paradox, literature leaned towards the ambidextrous organisation. This is where the leadership will shift along the spectrum of exploration and exploitation, depending on the requirement of the situation (Gong, Zhou & Chang, 2013; Rosing, 2011).

The shift and balancing across this spectrum in literature can be viewed through architectural and behavioural ambidexterity. Architectural ambidexterity is focused on structures in organisation, where the two actions are balanced through physical and temporary separation. Achieving this separation is difficult, due to innovation being difficult to forecast too far into the future (Rosing, 2011).

Behavioural ambidexterity is focused on leaders, where they are required to simultaneously balance exploration and exploitation. This ambidexterity method is very taxing on leaders because of the contradictory parts it requires (Rao-Nicholson, Khan, Akhtar & Merchant, 2016 ; Gibson & Birkinshaw, 2004).

Driving innovation is linked with leadership paradoxes (Yoon & Chae, 2012). Ambidexterity will allow organisations and leaders to absorb and acquire new innovations while finding synergies within the organisation (Rao-Nicholson et al., 2016; Nemanich & Vera, 2009; Jansen, 2008 ). The role of leadership in creating an ambidextrous organisation is essential (Rosing, Frese, & Bausch, 2011; Tushman, Smith, & Binns, 2011; Cao, Simsek, & Zhang, 2010).

Management style has an influence on the organizational ambidexterity (Hirak, Peng, Carmeli, & Schaubroeck, 2012).

Paradox theories in literature offer promise for leaders who are on the path of achieving organisational ambidexterity. Paradox theories help leaders navigate and stay informed in this dynamic and fast changing business environment (Smith, Erez, Jarvenpaa, Lewis & Tracey, 2017 ; Smith & Lewis, 2011).

There has never been more urgency for leaders to understand and engage the paradoxes inherent in organisations and build their capability on how to respond to these complex and integrated requirements for innovation (Smith, Erez, Jarvenpaa, Lewis & Tracey, 2017).

The 21<sup>st</sup> century has created a diffusion of digital transformation and added complexity and pace to the modern business environment. The current business environment debatably has brought with it unparalleled complexity, diversity and pace to doing business (Smith, Erez, Jarvenpaa, Lewis & Tracey, 2017) . Having a paradoxical lens in this type of environment will all firms to promote trade-offs, and separation of opposing requirements. (Ang, 2008).

There is however little known about how leaders can create the right culture, and employee engagement to enable organisational ambidexterity. The understating of balancing this paradox in processes and decision making is limited, and what factors will

play a role in finding the optimal balance. Insights into these factors will be crucial to understanding how leaders enhance organisational ambidexterity (Caniëls, Neghina & Schaetsaert, 2017).

## **2.8 Paradoxical Leadership in African Context**

Leaders while leading transformation will have to face contrasting strains, as being authentic and not displaying their true self (Ibarra, 2015; Goffee & Jones, 2005), distribution of authority and exercising authority (De Vries, Pathak, & Paquin, 2011), empowering and maintain control (Warner, 2007).

Transformation will create uncertainty and contradictions in institutions, and leaders in an African context may face additional challenges such as frail institutions, state and balance ethnic individualities across an organisation (Michalopoulos & Papaioannou, 2015). These divides and operational challenges cannot be ignored during a transformation process. (Cunha, Fortes, Gomes, Rego & Rodrigues, 2019)

## **2.9 Overview Analysis: Paradox Theory, Leadership and Ambidexterity**

Leadership is the core and a powerful influencer to the success of innovation and change to improve organisational performance (Leithwood, 2009). Leadership will also play a pivotal role in organisational renewal and regeneration (Hargreaves & Fullan, 2012). Evidence suggests that leaders who improve the financial status of organisation

and its fortunes, show high level understanding of paradoxes on organisational ambidexterity (Hargreaves et, 2014; Beycioglu, Kondakci, Jones & Harris, 2014).

Analyses done from numerous angles it can be concluded that as organisations seek to gain market share, in this modern business environment they will require strong and capable leaders (Moussa, McMurray & Muenjohn, 2018). Leaders will not only be required to attribute strategies but create conditions to enable digital transformation and innovation (Kane, Phillips, Copulsky & Andrus, 2019).

## **2.10 Innovation Process Overview**

### **2.10.1 Idea Generation:**

The initial phase of the process allows for the generation of ideas and exploring new ways of doing things internally and externally. This step is executed to achieve a competitive advantage in the market. Leaders may look internally and collaborate internally to find new ideas or change existing business models. Externally, leaders may investigate customer inputs, competition, suppliers and trends (Taghizadeh, Jayaraman, Ismail & Rahman, 2016; Panesar & Markeset, 2008; Hansen & Birkinshaw, 2007).

### **2.10.2 Conversion:**

Once the process moves from idea generation, leaders play a key role in understanding how to handle these ideas. Conversion will emphasize on choosing the ideas. The conversion comprises of knowledge transformation to grow innovation (Roper, 2008).

This phase will involve multifunctional teams with diversity of skills and include external parties in the process to build the innovation. During this phase, leaders take into consideration budget, funding criteria, return on investment to avoid misuse of company resources (Taghizadeh, Jayaraman, Ismail & Rahman, 2016; Hansen & Birkinshaw, 2007).

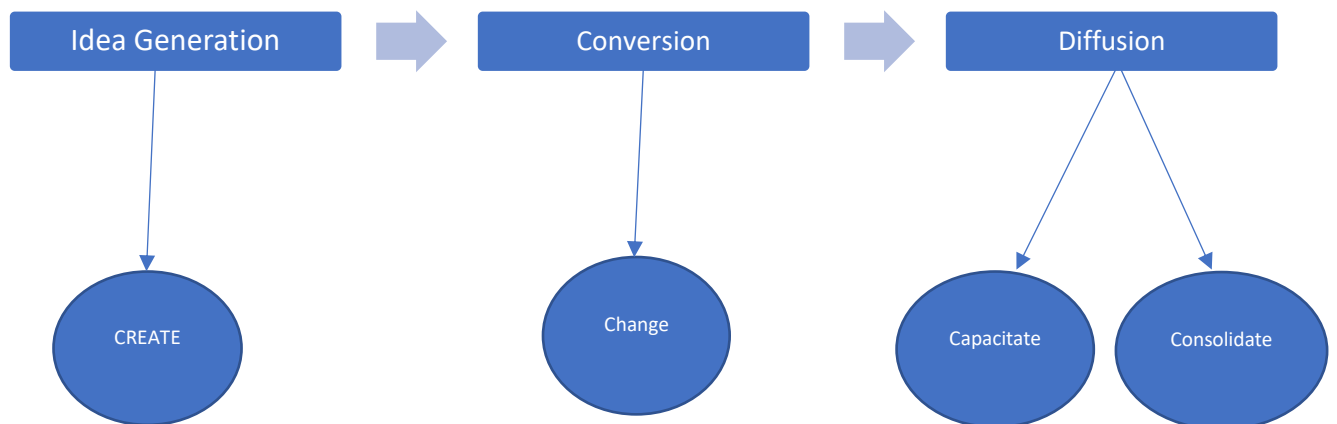
### 2.10.3 Diffusion:

How the idea is distributed and consolidated as part of the organisation, determines the success of the new innovation. Organisations should collaborate internally and externally to spread the new product or service across geographies and channels. This stage involves many stakeholders to ensure the idea is fully implemented (Taghizadeh, Jayaraman, Ismail & Rahman, 2016; Hansen & Birkinshaw, 2007).

### 2.10.4 Link Innovation Process to Pre-liminary Model Quadrants

The three phases in innovation process were used as a basis to come up with the preliminary quadrants of the model, which will be used to test the paradoxes with senior and executive leadership in practice.

**Figure 2: Linking Innovation process to Pre-Liminary Model Quadrants**



## **2.11 Create Quadrant**

### **2.11.1 Introduction to Quadrant**

The create quadrant is intended to focus on the Idea generation phase of the innovation process. The quadrant will try to identify the paradoxes which leaders will face during this phase, and how to optimally balance these paradoxes to enhance the effectiveness of idea generation in an organisation.

### **2.11.2 Paradoxes in Create Quadrant**

Leaders role in driving innovation and creativity is critical within an organization (Gurd & Helliar, 2017; Mumford & Licuanan, 2004). Leadership styles influence the balance of tensions of exploration and exploitation, and the concept of ambidextrous leadership was created (Gurd & Helliar, 2017; Rosing 2011).

Leadership remains critical to risk management and maintain control by guiding the teams using risk management strategies. Leaders need to identify the risks involved in idea generation (Davila, Foster, & Oyon, 2009). The systems and controls may create a barrier for innovation with the view of breaking controls or managing risk (Andersen,2009; Berry, Collier, & Helliar, 2005).

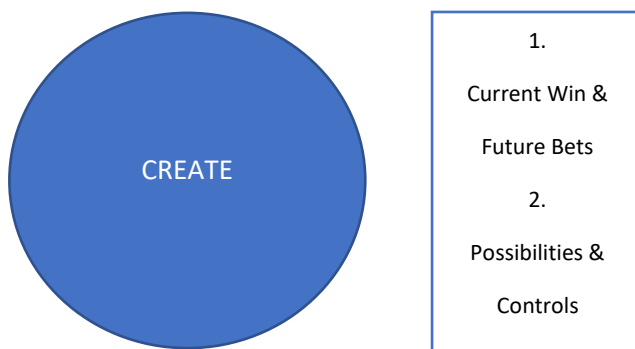
The focus for leader should be identify the controls which stifle innovation, and which are there to protect the core business to exploit current competitive advantage (Davila, 2009). Leaders can define the control approach when exploring and exploiting in ambidextrous organisations (Bedford, 2015).

History has developed innovations to make stronger controls in business. An unintended consequence of this has created lower engagement from staff. Business environment today, requires creativity and ability to adapt to change at a fast pace (Gurd & Helliard, 2017). Innovation and creativity are not a skill which can be taught. Leaders need to create an environment which will engage the organisation to be more curious and build an innovative “spirit” (Likar, Cankar & Zupan, 2015).

Research indicates that companies where leaders have blended creativity with control or discipline have achieved their desires for innovation performance (Collins & Hansen, 2012). Innovation needs organizations and leaders to assign time and resources away from short-run objectives, and to focus attention not only on long-run goals but also on less explored areas of the search space (Agrawal, Catalini, Goldfarb & Luo, 2018; Likar, Cankar & Zupan, 2015).

During the creation or ideation phase, it can be reasoned from literature that leadership will have to balance several paradoxes to allow creativity and idea generation to flourish. The figure below indicates the macro level paradoxes which a leader needs to be aware of.

**Figure 3: Overview of Create Quadrant & It's Paradoxes**



## **2.12 Change Quadrant**

### **2.12.1 Introduction to Change Quadrant**

The change quadrant intends to focus on the conversion phase of the innovation process. The quadrant will try to identify the paradoxes which leaders will face during this phase, and how to optimally balance these paradoxes to enhance the effectiveness of conversion and buy in from an organisation.

### **2.12.2 Paradoxes in Change Quadrant**

Change management research has been evolving, and organisations have understood that change management processes are crucial when trying to implement innovation or new ideas. Understanding and implementing change, will provide a competitive advantage in the current business environment (Neil, Wagstaff, Weller & Lewis, 2016; Armenakis & Harris, 2009).

The concept of leadership using teaching from Yin-Yan and being multicultural has a positive influence of engagement from employees (Lee & Reade, 2018). Transformational leadership behaviours have indicated positive impacts on innovation processes, and positively impacting large number of organisational outcomes. This has been revealed in a variety of contexts military, sport business, the public sector, and education (Callow, Smith, Hardy, Arthur, & Hardy, 2009; Hardy, 2010). Transformational leadership behaviours include individual consideration, inspirational motivation, intellectual stimulation, high performance expectations, a transactional behaviour and contingent reward. (Neil, Wagstaff, Weller & Lewis, 2016)

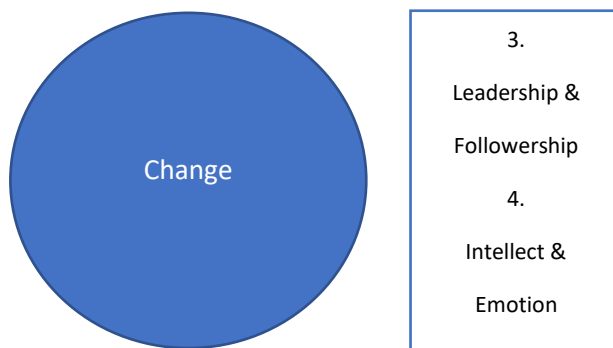
Emotional intelligence is positively correlated with innovation performance. In addition, the integrating style of emotional intelligence and transactional leadership qualities, has

indicated significantly strong relationship with innovation performance (Zhang, Chen & Sun, 2015). Leaders, who are prepared to preserve high levels of innovation performance of employees have a high-level emotional intelligence. To improve innovation performance, companies should provide employees with appropriate coaching and highlighting the importance of paradox management tactics, especially the integrating style of being transactional and emotionally intelligent. (Zhang, Chen & Sun, 2015)

Higher emotional intelligence is a gauge of proactive behaviour, an important characteristic in leaders making them effective futurists. Innovation and transformation have been stated to be the outcome of emotional stability and high emotional intelligence. Key leadership attributes like proactive behaviour, self-actualization, effective planning, ambiguity tolerance, risk-taking and self-responsiveness are directly influenced by emotional intelligence (Ghosh & Rajaram, 2015). Research conclusions have shown positive correlations in the relations between emotional intelligence, transformational leadership, and performance (Neil, Wagstaff, Weller & Lewis, 2016).

During the change phase, it can be deduced from literature that leadership will have to balance a number of paradoxes to allow the organisation to buy into the new Idea. The figure below indicates the macro level paradoxes which a leader needs to be aware of.

**Figure 4: Overview of Change Quadrant & It's Paradoxes**



## **2.13. Capacitate Quadrant**

### **2.13.1 Introduction to Capacitate Quadrant**

The capacitate quadrant intends to focus on the diffusion phase of the innovation process. The quadrant will try to identify the paradoxes which leaders will face during this phase, and how to optimally balance these paradoxes to enhance the effectiveness of diffusion by ensuring the organisation has developed sufficient capacity to handle the change required.

### **2.13.2 Paradoxes in Capacitate Quadrant**

Organisations have survived and thrived in this changing business environment through building collective capacity for change (Collins & Hansen, 2012). These companies have outperformed competition due to the capacity generated and discipline to consistently deliver on innovation needs (Beycioglu, Kondakci, Jones & Harris, 2014). Leaders therefore have the responsibility to actively build capacity in the organisation. This capacity building direction is also a attribute of leaders in organizations that “perform beyond expectations” (Beycioglu, Kondakci, Jones & Harris, 2014; Hargreaves & Harris, 2010).

The people in the organisation are required to be equipped to thrive. Leaders have the responsibility to empower followers to execute the change initiative. Merely have a strong vision and direction top down will not be sufficient to deliver on the change requirements. Digital transformation is both a top-down and a bottom-up effort (Kane, Phillips, Copulsky & Andrus, 2019). Leaders can generate capacity in numerous ways. Providing capability building training, re-design of organisational structure, creating the space to be agile and allowing employees to fail (Kane, Phillips, Copulsky & Andrus, 2019).

Leaders can also leverage interdependencies within an organisation and stakeholders to generate additional capacity requirements (Maye,2016). Products and services have shorter product life cycles, with go-to-market speed becoming critical. This has demanded organisation to move away from older closed innovation ways, to open innovation leveraging interdependencies internally and externally (Hosseini, Kees, Manderscheid, Röglinger, & Rosemann, 2017).

Leaders and employees are required to balance self-efficacy and being interdependent across the team at an individual level to ensure capacity is generated for the task at hand (Gołowska, Aldhobaiban, Elliot, Murayama, Kobeisy & Abdelaziz, 2017 ; Johnson & Johnson, 2005).

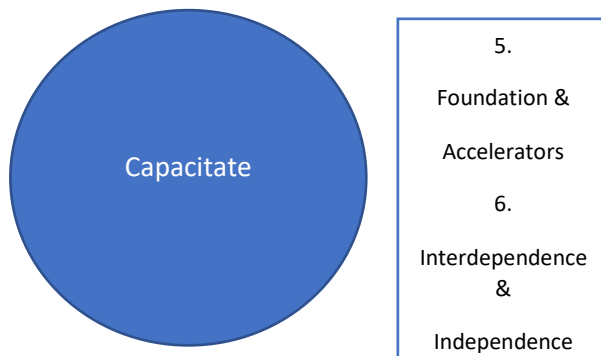
Digital transformation has given rise to start-ups, which have the capability to compete with players who have greater resources on hand. Examples of this is UBER and AIRBNB, and companies will be required to understand clearly what platforms and foundations they have to compete and to new threats (Kupp, Marva & Borchers, 2017; Blank, 2013).

Resource based view takes in consideration the foundation of the organisation's capabilities and assets (Wade and Hulland, 2004). Dynamic capabilities will focus on how to accelerate and exploit the current assets and resources to drive transformation, ultimately in the long term maintaining the firm's relevance in the changing business environment. The RBV considers assets and capabilities as resources (Wade and Hulland, 2004).

Assets are defined as anything tangible or intangible that an organization can use, capabilities refer to the ability to execute tasks to achieve externally (Hosseini, Kees, Manderscheid, Röglinger, & Rosemann, 2017; Teece, 1997; Peteraf, 2003).

During the capacitate phase, it can be deduced from literature that leadership will have to balance a number of paradoxes to allow the organisation to generate capacity in organisation for change the figure below indicates the macro level paradoxes which a leader needs to be aware of.

**Figure 5: Overview of Capacitate Quadrant & It's Paradoxes**



## **2.14 Consolidate Quadrant**

### **2.14.1 Introduction to Consolidate Quadrant**

The capacitate quadrant intends to focus on the diffusion phase of the innovation process. The quadrant will try to identify the paradoxes which leaders will face during this phase, and how to optimally balance these paradoxes to enhance the effectiveness of diffusion by ensuring the organisation can make the innovation or change part of the DNA of the organisation. The new change needs to be infused into the organisation and should no longer be seen as something new.

### **2.14.2 Paradoxes in Consolidate Phase**

There are numerous examples where companies fall into a trap of focusing too much in day to day operational executions once they have achieved success as they defined it. This will naturally cause them to neglect the innovation requirements for the business. Leaders therefore play a critical role in ensuring the organisation continues its innovation process, and leaders need to put in place processes to facilitate learning and innovation. Leaders will also need to find the balance between execution and culture for innovation (Mayer, 2016).

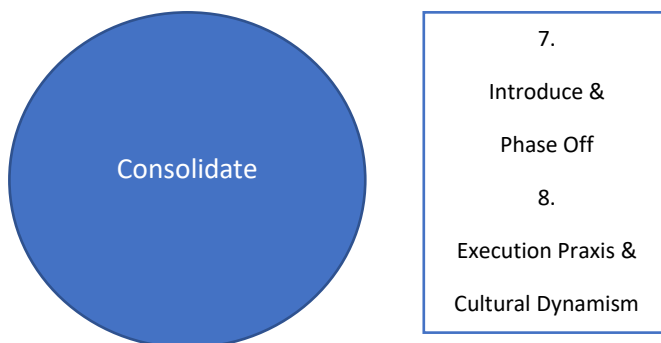
Having a purpose, as argued in literature, and the organisation needs to understand why they exist, and to inspire the people and consumers. The concept of massive transformative purpose intends to capture the hearts and minds, imaginations and ambitions of both internal and external stakeholders (Ismail & Malone, 2014). The existence of a massive transformative purpose enables the leaders to promote operational excellence while promoting innovation to drive transformation (Mayer, 2016).

Leadership behaviours play a critical role in the consolidation phase to drive the right balance. A leader's decisions, language and actions drive the culture how employees will balance ambidexterity (Mayer, 2016).

Companies must generate frequent product changes, due to the shorter product life cycles and changing consumer demands (Wagner, Abdelkafi& Blecker, 2017; Bakker, 2014; Slamanig, 2011). Generation of new products and services will be required companies to eliminate old products and services. The concept of phasing out, is not limited to product and services, however takes into account elimination of non-value add processes and operating systems (Wagner, Abdelkafi& Blecker, 2017 ; Homburg et al., 2010).

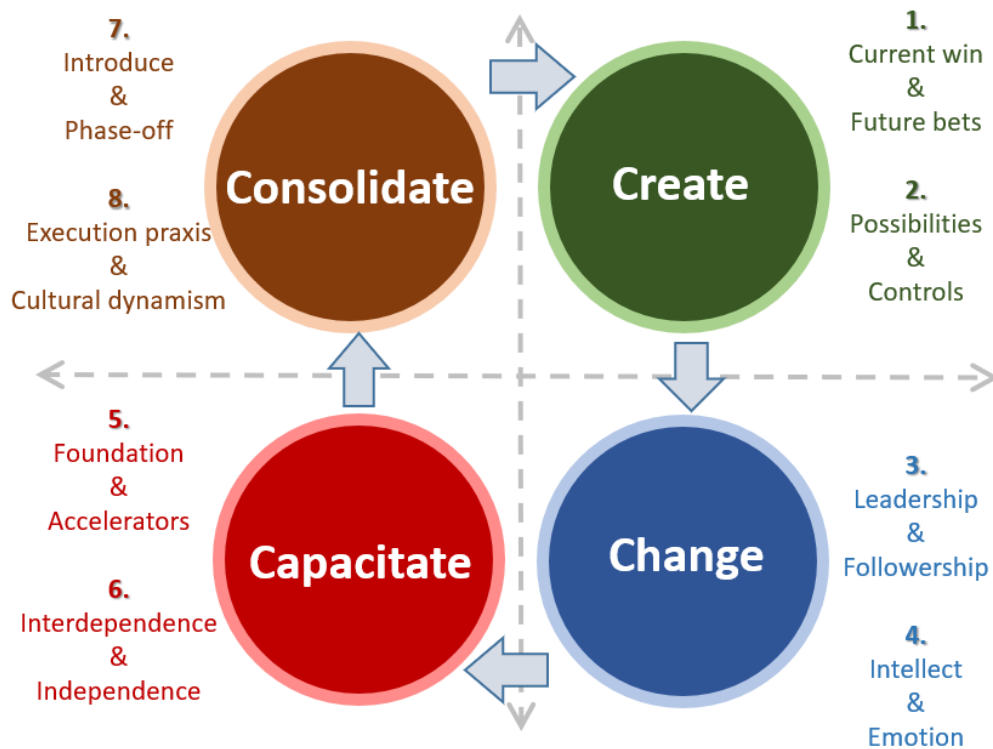
During the consolidate phase, it can be deduced from literature that leadership will have to balance several paradoxes to allow the organisation to consolidate new change as part organisation. The figure below indicates the macro level paradoxes which a leader needs to be aware of.

**Figure 6: Overview of Capacitate Quadrant & It's Paradoxes**



## 2.15 Pre-liminary Model

**Figure 7: Paradoxical Leadership Framework to Enhance Ambidexterity**



## Chapter 3: Research Questions

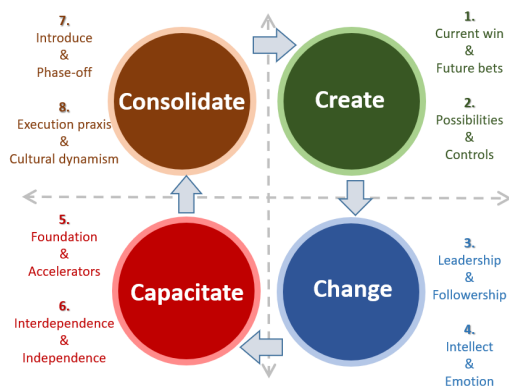
### 3.1 Introduction

The literature review completed by the researcher reveals that there is a need to view the dilemma of exploration and exploitation through a paradoxical lens, and provide a consolidated model which will allow leadership to enhance ambidexterity within the organisation.

Enhancing ambidexterity will allow leaders to drive innovation and transformation in the organisation which is required in today's business environment. This leadership model will allow the leaders to enhance the organizational ambidexterity of the firm and continue to innovate while exploiting current capabilities and processes.

Using empirical evidence from literature, the researcher has developed a potential leadership model which contains four quadrants with a flow which will guide the leaders when exploring and balancing the exploitation of current business capabilities. Each quadrant currently has paradoxes which leaders may encounter.

### 3.2 Preliminary Model



### **3.3 Research Questions**

The researcher intends to ask three sets of questions for each quadrant and conclude with an overall question at the end. The questions will track the flow as per the model starting with the Create quadrant.

#### **3.3.1 Research Question 1**

Do you agree with the content of the quadrant? Why do you agree or disagree?

Research question 1 aims establish the leaders' perceptions of the quadrant and the relationship between the paradoxes within the quadrant. This question will also give insights into the leader's views around resolving tensions or dilemmas within an organisation.

#### **3.3.2 Research Question 2**

How would you balance the paradoxes in practice?

Research question 2 aims to gain insights on how leaders apply the balancing of paradoxes within the organisation. The intention is to add more depth to model, by gaining insights on the application of the model.

#### **3.3.3 Research Question 3**

Do you believe there are other paradoxes which are relevant or more relevant for the quadrant?

Research question 3 aims to ensure that the researcher has covered the major paradoxes which can influence the quadrant. If there are additional paradoxes provided,

a comparison will be done to understand why they would be more relevant for quadrant based on the reasoning provided.

Once all the quadrants are completed with the above three questions there will be a final question for all quadrants.

### **3.3.4 Research Question 4**

Do you agree with the flow of the model? Why do you agree or disagree?

Research question 4 aims to understand if the flow of quadrant is correct and enhance the leader's ability to make himself and team more ambidextrous.

## **Chapter 4: Research Methodology and Design**

### **4.1 Introduction**

This chapter will discuss the research methodology and design, providing rationale for the choices made by the researcher. The literature review in chapter 2 indicated a need to consolidate a pre-liminary model using findings from researcher and test it with senior leaders in practice. The intention was to test validity of the model and gain deeper insights on how leaders can practically balance paradoxes to enhance ambidexterity.

### **4.2 Research Methodology and Design**

The researcher used interpretivism as basis for the study. The study was intended to understand the effects of paradoxes the leaders face and how they can balance them to enhance organizational ambidexterity. (Saunders & Lewis, 2012)

The research approach was deductive where the researcher executed gathering of data, to test concepts of the proposed framework for paradoxical leadership. Deductive reasoning was used as a top down approach, to test the theoretical proposition created on paradoxical leadership. The framework of paradoxes which will allow leaders to become more “savy” when it comes to balancing these paradoxes in their decision making, which eventually enhances organizational ambidexterity.

The researcher first explained the relationship between all the variables in the framework. The research questions were intended to test the framework. The analyses of the data collected would either support the framework or indicate if there are any modifications required.

To achieve the aims of this study, a qualitative exploratory research methodology was used. Exploratory study is effective for seeking new insights and to assess a topic in a new light. The researcher intends to use this approach to seek insights around paradoxical leadership and view the topic around organizational ambidexterity in new light through a paradoxical leadership framework. (Saunders & Lewis, 2012)

Survey research strategy was used to structurally collect data from a sizeable population. The collection of the data would take the form of questionnaires and more details are provided in the data gathering section. The study intended to operationalize the framework by gain a deeper understanding of key paradoxical leadership principles proposed, and the survey strategy will allow the researcher to ask key questions around “How”, “What” and “Why”.

Time limitations of the researcher was primary factor for a cross-sectional study, and data will be collected at a period.

Below are some risks to validity during the research which need to be kept top of mind during the analysis of the research.

- 1) Effects on participants, during the interview process. The researcher intends to make the interviewee comfortable and to ensure there is no need impress the researcher, the interviewees will be selected from a senior level and successful within the firm.
- 2) Historical events the interviewee has experienced which might be given as examples, will need to be sensed check by the researcher by asking probing questions to ensure the data is valid.
- 3) External validity will be maintained by the researcher ensuring the sample selected will be from different industries and firms.

Below are some risks to the reliability of the data which will need to be kept top of mind during the research.

- 1) Subject error, the researcher intends to select a sample which will be at similar seniority levels to avoid this error.

- 2) Subject bias, the researcher intends to ask probing questions during the interviews to ensure the answers can be validated. Discretion and critical thinking will need to be used during the analysis of the interviews.
- 3) Observer error, the researcher will be the sole person asking the questions and the initial questions will be kept the same before engagement in answering a question.

### **4.3 Population**

The intended target population was executive leaders and group managers and senior managers across industries executing an ambidextrous strategy, within a firm which has proven to be ambidextrous. The intention was getting data across industries to improve the validity and reliability of the data.

Executive leaders and group managers would have decision making authority within an organization and will be exposed to paradoxical decision making. The researcher intended to use their autonomy and position to gain insights around paradoxical decision making.

### **4.4 Sample Method & Size**

The researcher used his own judgment to choose participants, based on the potential criteria given in the population section. Therefore, the use of purposive sampling which is non-probability sampling, was the appropriate method to select a small sample and aid in collecting the qualitative data. (Saunders & Lewis, 2012)

The researcher considered the individual roles and level within the company. In addition to position, the participants previous experiences and exposure to paradoxical decision-making formed part of the criteria.

Final sample size was concluded when researcher believed saturation has occurred. Saturation as defined “when continued data collection produces no new information or insights”. (Saunders & Lewis, 2012)

#### **4.5 Unit of Analysis**

Based on how the questionnaire is structured the unit of analysis was the perceptions and opinions of the leaders which are going to be interviewed. The leader's roles would have to be in position where they are involved in managing organizational ambidexterity and exposed to managing paradoxes.

Their perceptions and opinions would firstly be used to validate the structure and content of the framework. Their perceptions and opinions were used to provide insight on they enhance organizational ambidexterity and whether the framework provides a structure which includes their perceptions and opinions. For example, trying to understand if they value paradoxes and seek out paradoxes will provide insights on how they manage the tensions. These behaviours how have it affected the teams and the environment around them, finding this link will be key to understanding how paradoxical leadership will enhance organizational ambidexterity.

#### **4.6 Data Gathering Instrument**

The researcher used semi-structured interview guide. This format will allow for structure and flexibility to gain additional insights. The researcher intended to manage the interview according to the themes and allow the flexibility to add or omit questions as deemed appropriate during the interview. (Saunders & Lewis, 2012)

The discussion guide allowed the researcher to keep the interview fluid and insightful while keeping to the themes of the topic. The proposed interview guide will be created based on literature reviews. (Saunders & Lewis, 2012)

A consistency matrix was used created a golden thread from literature review and through the themes in the questionnaire.

The researcher used pilot interviews with senior leadership within his current multinational company to refine and test the interview guide. The objective in addition would be to develop an initial coding scheme for the analysis.

These pilot interviews were managed in the same way as live interviews. The preliminary questionnaire currently has ten questions broken down into four separate paradoxical themes.

#### **4.7 Data Gathering Process**

The researcher conducted interviews with twelve senior and executive leaders, using a face to face approach to interviewing. The advantages of face to face interviews would provide insights into the non-verbal cues, in terms of the reactions to the questions. For example, looking confused or showing discomfort or excitement.

Researcher used below approaches to gather information:

- 1) Recordings will be conducted using a mobile phone and an Ipad.
- 2) Hand written notes will be used to document the responses and visual cues picked up in the interview process. Having hand written notes will aid in familiarizing oneself to the data collected. (Merriam & Grenier, 2019)
- 3) Probing the participants during the interview, will allow the researcher to gain additional insights and clarifications to make sure the researcher has completely understood the response. (Saunders & Lewis, 2012)
- 4) Transcribed audio data from the interviews.

The researcher tried to encourage the participants to speak honestly and give their best opinion on the areas discussed. The confidentiality of the responses would be iterated

at the start of the interview process. The participants were also asked to sign consent letters and request permission to record the interview.

## **4.8 Data Analysis**

The analysis was conducted by trying to understand the data initially. This was done by reading and listening to the data rapidly. (Merriam & Tisdell 2016)

The researcher analysed the data by identifying themes. This was done by using the approach of thematic content analysis. (Clarke & Braun, 2013) This approach will be ideal for semi-unstructured interviews.

This analysis would seek to identify patterns within the data, below are the steps which will be used by the researcher to analyse the interview data thematically.

- 1) Transcription, during this phase the researcher intends to transcribe the interviews from the recordings. (Clarke & Braun, 2013)
- 2) Reading and familiarization, during this phase the researcher intends to use transcriptions and hand-written notes during interviews to familiarize himself with the data. (Clarke & Braun, 2013)
- 3) Coding, during this phase the researcher will start allocating codes to the different points picked up in the transcriptions. This will allow the data to be grouped for the next step. (Clarke & Braun, 2013)
- 4) Search for Themes, the researcher will try and identify patterns from the codes, by moving the codes back and forth to understand if there is links. (Clarke & Braun, 2013)
- 5) Review Themes, the researcher intends to create a map using provisional themes to understand if there is interrelated points or connections with data points. (Clarke & Braun, 2013)

- 6) Define and Name the themes, the researcher will provide names to the themes and place them under the relevant paradoxes. (Clarke & Braun, 2013)
- 7) Final Report and Analysis. (Clarke & Braun, 2013)

Excel was used to conduct the analysis of the themes and intended to be used to store and group data into relevant themes.

Frequency analysis was used in the ranking of the themes, using the number of participants who identified the theme to determine its importance. This process is known as the quasi-statistical approach (Bloomberg & Volpe, 2008). High ranking themes are generally viewed as the more influential factor, the integration of step five of trying to map and conducting a pattern-based analysis will provide a more meaningful answer to the research question. (Clarke & Braun, 2013)

#### **4.9 Research limitations**

There is a bias which are stated in the methodology and design section. Using subjective qualitative research techniques exposes the researcher to potential biases. (Saunders & Lewis, 2012)

- Purposive Sampling is completely reliant on the researcher to generate a sample. This has the potential for researcher bias which is influenced by the views and opinions of the researcher to limit the representability of the sample. (Saunders & Lewis, 2012)
- Interviewee Bias could be a potential limitation, as this may influence the interviewee to respond in a certain way. This bias due the face to face semi-structured methodology. (Saunders & Lewis, 2012)
- Explanation sheet around the concepts and definitions may trigger responses from the respondents which include bias.

- The responses may be unreliable if the respondents currently hold the organization in a negative light or if they believe being honest by reflect negatively on themselves or the organization. (Saunders & Lewis, 2012)
- Cross-sectional studies show a snap shot at a point in time. Therefore, it will be difficult to identity how leaders manage these paradoxes over a longer period. (Saunders & Lewis, 2012)
- Experience and Opinions will be the unit of analysis. This is inherently going to hold some respondent bias. (Saunders & Lewis, 2012)

## Chapter 5: Results

### 5.1 Introduction

As mentioned in methodology section, 12 Face-to-Face interviews were led, with executives and senior management within companies. The companies chosen were a mix of South African and Multinational organisations.

Table 1 presents an overview of the sample detailing the level, industry, title and function.

**Table 1: Participants Overview**

Interviewee	Title	Industry	# Years' Experience
I001	Finance Head Southern Africa	Consumer Goods	8
I002	Head of Continuous Improvement	Logistics	10
I003	Financial Forecasting Head	Consumer Goods	7
I004	Vice President	Consumer Goods	17
I005	Managing Director	Management Consulting	15
I006	Head of Business Unit Southern Africa	Consumer Goods	6
I007	Head of Process Engineering	Consumer Goods	11
I008	Head of Supply Chain Southern Africa	Consumer Goods	13
I009	Chief Executive Officer	Financial Services	12
I010	Managing Director	Consulting Services	16
I011	Senior Manager	Management Consulting	6
I012	Managing Director	Logistics	21

The participants crossed a variety of functions and expertise. Their functions and experience included, general management, human resources, continuous improvement, customer service, finance, supply chain, sales and marketing. The participants needed to have experience in driving change within an organisation, from small incremental change to radical innovation.

Saturation during the interview process for each research question was reached at different points. Below is the breakdown of saturation points:

- Research Question 1: After 8 Interviews.
- Research Question 2: After 10 Interviews.
- Research Question 3: After 8 Interviews.
- Research Question 4: After 10 Interviews.

## **5.2 General Observations and Overview**

### **5.2.1 Context**

The participants selected came with a wealth of experience in driving organisational transformation, and numerous years of industry experience. Based off the initial discussion prior to the interviews, participants were willing to partake, and took time out to meet the researcher at their preferred location and time. Their passion for innovation and transformation was clear during the initial engagements. (Can talk about how I explained the model to them)

Majority of the participants continued the discussion once the interview was over. They expressed their gratitude in choosing them to be part of this research, and how interesting and mind stimulating they found the interview process. (They want to share the findings with them and see how to apply this model)

### **5.2.2 Overview of Results**

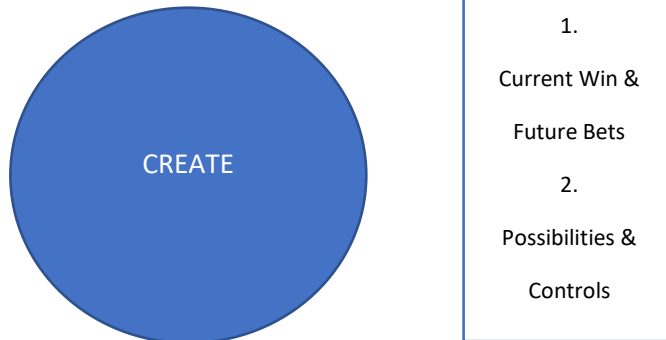
Table 2 is intending to provide an overview of results obtained in terms of the research questions which were asked. The table will also provide a guide in terms of the flow of the chapter, as the results are being discussed by quadrant.

**Table 2: Overview and Summary of Results**

Research Question	Create	Change	Capacitate	Consolidate
<b>Do you agree with content of Quadrant?</b>	12/12(Agree)	12/12(Agree)	12/12(Agree)	12/12(Agree)
<b>Why do you agree or Dis-agree?</b>	Predominant reasons on why the participants agreed to be discussed in chapter in CH5.			
<b>How you balance the paradoxes in practice?</b>	Thematic analysis done on responses, to identify key themes for a practical approach. The results will be discussed and analyzed in CH 5 and CH 6.			
<b>Do you agree with the flow of Model?</b>	12/12 participants agreed with the logic and flow of the model			
<b>Would add anything to the model?</b>	Participants recommended additions to the model as per below: <ol style="list-style-type: none"> <li>1) Having a purpose (10/12) participants recommended adding a purpose to the model.</li> <li>2) Having a Vision (11/12) participants recommended adding a vision to the model.</li> <li>3) Agility of the model needs to be non-linear (11/12) participants mentioned non-linear and agility for the model.</li> </ol>			

## 5.3 Results Create Quadrant

### 5.3.1 Create Quadrant



#### 1.a Do you agree with the content of the quadrant?

**Table 3: Results on content for create quadrant**

Interviewee	Agree(Y/N)
I001	Yes
I002	Yes
I003	Yes
I004	Yes
I005	Yes
I006	Yes
I007	Yes
I008	Yes
I009	Yes
I010	Yes
I011	Yes
I012	Yes

## 1.b Why do you agree or disagree?

The participants found it relatively easy to explain why they agreed with the content of the quadrant, and the paradoxes which needed to be balanced as a leader to ensure the Idea Creation phase of the model is executed with excellence.

Looking at balance the of current wins and future bets the key message coming from all participants, was around the importance of delivering on profit and cash in the short term. For the long-term it is around ensuring the business stays ahead of the curve and competition to continue to serve the consumer.

*“I think definitely, it’s like a fine balance because we think about our business and what we’ve what we’ve come through recently. So, a period of sustained is called performance. The reality is any business won’t exist in the future if you’re not performing right now. But now I think it’s about striking that fine balance of what is the minimum expectation from a current win perspective. would say a higher focus on what is the long-term goal in your business. So that is always long-term planning to actually do long term planning means nothing not performing short term”*

*“Look, I would say between your number one point being current and future, it’s more on long term strategic intent and tactical. I mean in our world and any other company you have generally, as I said I want to reach a strategic objective in a year or two years’ time and many tactical short-term stuffs in between”.*

*“If you’ve got something that you know you’re very good at. You want to make sure that you continue being good at it. But at the same time because we’re operating in a business environment where things change you need to also be able to towards the future and see how we continue to be able to innovate and to be able to come up with new ideas that allow us to continue to win into the future.”*

The second point which was used to explain the importance of this paradox, was to protect and continue to deliver on the core model. To remain relevant the future business models cannot be ignored.

*“Saying the current bets are what you do well. The core of your business. I also got, as you look forward to saying where else can I explore and grow. That’s one of those sorts of long-term prospects, it absolutely makes sense. Because that would also start, creating an idea around what the thoughts are, and I need to start gearing up for that change for that future capacity.”*

*“So, this would follow this structure is just formalizing basically what we do now and what we should know to execute in future, so we would come up with a new initiative. Let's say for Baby Care you're coming up with a new SKU and you should have a new SKU to launch, you can't let go of the current SKU that you're really driving market share in your base business. So, say we want to come up with innovation and focus on pants. You can't do that at the expense of not focusing on active baby.”*

The importance of the second paradox which balances controls and possibilities, was explained by participants as controls need to be in place to protect the core business, and they should be seen as something which will make it easier to run the core business while giving you the flexibility to explore new possibilities without putting the core business at risk.

*“Yes, you need obviously you need controls and you need to do able to measure yourself against something. Strong controls it makes it easier for the business to function. the business cannot function to its maximum performance without a strong fundamental control mechanism in the company. “*

*“So, it's like safety, your internal control metrics has to protect your core business. And then you also have the possibility side. So, where you're going to have people in your team or even yourself as a leader, you're going to start looking at possibilities or things that you want to change challenging the status quo but then having the balance between controls and possibilities is also important.”*

### 1.c How would balance these paradoxes in the quadrant?

**Table 4: Thematic Analysis on create paradoxes**

Rank	Balancing Paradox in creation phase	Frequency
1	Leaders need to create a burning platform for Change	11
2	Co-create the Vision or Change required	10
2	Need for customer centric vision or Change	10
3	Need for Minimum Viable Products and Performance with milestones	9
3	Leadership need to set example for controls and structure	9
3	Excellent Time Management required	9
3	Bottom Line is Return on Investment	9
4	Go-To-Market Speed	1
4	Diversity and Inclusion	1
4	Manage the cannibalisation	1

#### ***Leaders need to create a burning platform for Change***

According to frequency table 4, 11 participants spoke about the importance of creating a burning platform for change. This theme ins cantered around the culture and attitudes you want to create within the organisation you are leading. The intention is to create a culture where people are striving to improve and keep relevant with the fast-changing environment at organisation and individual level.

There were 3 participants which mentioned that if there is no platform for change, the investment into change and transformation is minimal. A burning platform was centred around the idea of having the right type of culture and space which will help drive innovation within an organisation.

*“Because unless people in the organization understand the burning platform to innovate what we found is that. It's become something that. Nobody would ever want to divert investment to right”*

*“Second if there isn't a situation you, almost have a committee that really sits and drives a certain culture. Allows for debates to happen where you want to put something in place”*

### ***Co-create the Vision or Change required***

From the frequency table 4, 10 participants spoke about the importance of co-creating the change which is required. Their basis for co-creation will ensure two things down the line in the innovation process. A change which is co-created, there is vested interest in the change by everyone, and you will have engagement to implement the change. Secondly the co-creation with the consumers, will ensure the innovation is still meeting the needs of the consumer and will be successful in the market where it matters. Co-creation was centred around the idea of creating collectively internally and externally. Below are some of the comments used by participants to describe the theme around co-creation.

*“Is it I'm driving Or is it that there's like all hands in the pipe going over to do it.”*

*“What you can end up having is what you call a one hit wonder. This is like a symphony of people working together to achieve something.”*

*“When I am running this show as leader, the question is, whether I'm doing this to people, or versus doing it with people. The latter is more important.”*

*“So we really need to start thinking about how do we change how we deliver product to our customers into the future. So that's why I agree with that, it doesn't mean that if you're successful in what you're doing now you just keep it as you need to think about how to. How to improve this in the future as well.”*

*“Although that can happen, and you can come up with a good idea on your own it helps to involve people from different departments often and from different levels as well. You get guys who are extremely good at strategic thinking, but they've been so far removed from the operation that it's a great idea. It's completely unrealistic. You need to always have that balance and then you get guys who are so bogged down with the operation they take on things they can't think of beyond.”*

### ***Need for customer centric Change***

From the frequency table 4, 10 participants spoke about the importance of customer centric change for the change which is required. Their basis was the same when it comes to co-creation, where change and investments made need to be benefiting the consumer of the product or service.

This theme was stressed by participants in conjunction with co-creation. The reasoning was to ensure that having a customer centric innovation would lead to results in the market when the customers consume this innovation.

*“The other thing we do here is we both co-create with customers. Leaders have the courage, really the courage to talk to customers. You need to understand what they want, what they struggle with and what is it that they want for the future.”*

*“So, what is it that people are trying to achieve in their lives but also how are your products available to them at the right time.”*

*“Now you guys are open to the idea for tech companies that are going in hard and saying we want to change the way people interact with us. But what this platform model and other components that take people on a journey together into a platform to show an effort to agility is talking about okay we've got a backbone book of customers that we need to get onto different platforms create self-service awareness but these 10 things that we need to do agility from outside means how do we do it's not in a sequential minute but in a multifaceted approach you can do five things at one go set up do you need sequential”*

### ***Need for Minimum Viable Products and Performance with milestones***

From the frequency table 4, 9 participants spoke about the importance of minimum viable products for the change which is required. Minimum viable products will help the leaders manage risk better and improve the execution and speed.

*“So, it's about being tactical and leading a couple of MVP quickly so that we can execute we in our company, for example know what we need to do because we spend lots of time understanding what we need to do and data drives a lot of what we need to do. It's about how we execute. “*

### ***Leadership need to set example for controls and structure.***

From the frequency table 4, 9 participants spoke about the importance of customer centric change the change which is required. The importance of controls is based in the participants experience, that the controls are there to support the core business and protect it. There also needs to be structures in place which will allow the organisation

to tactically approach innovation, instead of everyone focusing on exploration of new ideas.

Participants believed that if leaders set the right examples and behaviours, it will ensure the importance of controls, structures and processes is clearly understood by the people of the organisation.

*“Now as you've created this slide, you've created a balance between the current way and the future way of being. And what that means for all of us on this journey would be, what do we want to become and what levers we need to pull. Do we let anybody dream like crazy us or do we try to create a structure which people can transform? There needs to be a structure to aid transformation.”*

*“Support structures are needed to guide you in terms of the control measures that need to be in place and then the possibilities are more on how you frame it. Controls is standard requirement for all business”*

*“Basic explication is I need all of these things. It's like the fundamentals. It's like I must deliver a quality safety control. It's like not part of the thinking you but if it just should be in the DNA and the culture of the organization.”*

*“I mean the foundation of any company is huge and generally your business performance is linked very strongly to how strong controls you have in the company now controls are not there to inhibit or prohibit business performance”*

*“Strong controls it makes it easier for the business to actually function.”*

### ***Excellent Time Management required***

From the frequency table 4, 9 participants spoke about the importance of customer centric change the change which is required. Participants believe that time management at an individual level, will aid the balance of exploration and exploitation paradox. Thus, allowing an individual to manage his/her day to day job, and finding time to work on the innovation.

*“It's s usually around it's a time constraint. I think a lot of times what I would think tends to happen is we get bogged down with the day to day activities and we don't create enough time for ourselves in the day to actually go and sit back and say What can we do differently”*

*“But one thing is really just to say you need time to go and set and create these ideas. Okay. You need senior leadership to say you need to take time out of your week out of your month out of your year to say this is the time we're going to dedicate on future stuff”*

*“So, for me I think it's one having time in your day to spend thinking of these things and then to sort of you need to be able to react quickly.”*

*“You got to focus on your day job which is what do I need to do today to make sure the company doesn't stand but your future birds are saying there's things we need to do in the future”*

### ***Bottom Line is Return on Investment***

From the frequency table 4, 9 participants spoke about the importance of customer centric change the change which is required. Participants brought this back to the financial impacts of innovation. There needs to be choices on made on the type of innovations to invest in. The most critical aspect of choosing innovation or change to invest in, is the return which will be generated from the investment.

*“It must be value led, and it has to be funnel. It can't just be done for the sake of you know transformation”*

*“Certain hurdle rates that that need to be achieved in our existing business. Every new opportunity did not meet this we need to abandon”*

*“So, it depends who you use and if you can do everything. Aren't you going to put a couple of things behind your behind the top three things and let the other to play out is a smaller initiative? We're not saying don't do all right. We're saying put more focus 70 percent of the focus should be on things that are going to get you the biggest lift and the 30 percent you can get your other teams around. So it's core teams versus. Secondly if you want to park if you must choose. It's more on a couple of things out from a driver income statement.”*

*“There was a monetary value that you get attached to it to say we're going to save X or you said you're going to change the culture of this company and by doing that we are going to be we're going to execute at our level. You've got to be able to go and measure that you back to what you started. I think that's where a lot of continuous improvement*

*and solution that file is if you don't actually track against what you said in the beginning it just sorts of becomes this”*

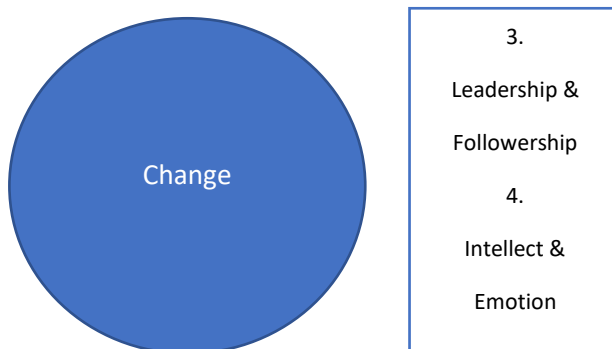
*“I would structure them in terms of value of the company a value to different people means different things. If I think about all business what is important from a value perspective. Value for us right now is improving bottom line structural profitability that is ready”*

#### **1.d Would you add additional paradoxes which will be relevant for the quadrant.**

Participants found it difficult to add additional paradoxes to the quadrant. All 12 participants chose not to add any additional paradoxes.

## **5.4 Results Change Quadrant**

### **5.4.1 Change Quadrant**



**1.a Do you agree with the content of the quadrant?**

***Table 5: Results on content for change quadrant***

<b>Interviewee</b>	<b>Agree(Y/N)</b>
I001	Yes
I002	Yes
I003	Yes
I004	Yes
I005	Yes
I006	Yes
I007	Yes
I008	Yes
I009	Yes
I010	Yes
I011	Yes
I012	Yes

**1.b Why do you agree or disagree?**

The participants found it relatively easy to explain why they agreed with the content of the quadrant, and the paradoxes which needed to be balanced as a leader to ensure Change phase of the model is executed with excellence.

The balance between leadership and followership, can be achieved through maturity in leadership when leaders understand there will times when they will need lead by making the tough decisions, and there will be times when the leader will not be an expert in an area, and put faith in the team and follow. Maturity in leadership was also explained by the understanding that a leader will not be able to achieve the transformation goals, and

the participants linked it back to co-creation of transformation within the creation phase of the model.

*“So, when you see the senior leaders of any company implementing or driving that kind of change it sets the tone for the organization. And I think as a leader you need to understand in certain cases when do you also follow because from a principal standpoint and what you're trying to teach the organization is that everybody's buying into this is a reason why we want to make this change. To make that change you can't do it alone.”*

*“So, In this new world of transformational change. Is this servant leadership and we talk about that?” – Talk about servant leadership here.*

*“Yep. I think so the leadership is as follower is relevant at the beginning. Especially when you come as a new leader with a different perspective and you see some areas which should be changed or improved based on your experience.”*

*“So when you become a new leader or a new CEO trying to take over a team of 400 or people at different levels the first thing that you're going to do as an effective leader is understand the environment and understand everybody's views and approaches because everybody's opinion is wrong or right. But you must listen to a reporter's opinion. When I came in I may try to make every single one of the 400 people whether it be in group sessions whether it be one on one side etc. under various different levels for the first six months it was all about inclusiveness in the decision making.”*

*“And that's where the following comes in because you also have to listen to their concerns and barriers. So, let's say for instance I'm launching a new diaper and I think it should go to the food store universe of 1000 stores and I'm getting pushback from people saying they physically can't do this in their stores because it doesn't meet the*

*customer's needs. I need to then put on my as you call it followership head and listen to their concerns and address that"*

The balancing of Emotional and Intellectual quotients, a greater emphasis was put on the emotional quotation. The reasons given, was that people working in large corporates are generally smart, and the leaders like to believe that they recruit smart talent. The emotional quotients will be very important when trying to drive the change, as the reality is you are doing business with humans.

*"People are smart and if you are their boss. Or if you have your boss you expect your boss to be smart. That's why he got this job in the first place. So, intellect is something which we all have. OK. And I would say if you overuse it. Sometimes. Emotion is the difficult one. And I get emotion here as it is a gut feel. Not emotional decision but really not deciding just based on the data but."*

*"The reality of business is we work with people. A lot of the work we do can be automated or easily automated. So it's not so much a blind as an IQ perspective on a business. A lot of it is more one on the EQ side."*

*"But the driving the driving change it especially involves a lot of people getting the emotional buy in from them is important. EQ is more important to drive change."*

### 1.c How would balance these paradoxes in the quadrant?

**Table 6: Thematic Analysis on change paradoxes**

Rank	Balancing Paradox in Capacitate phase	Frequency
1	Leaders need to provide transparency and make organisation understand why	9
2	Inspire people to achieve vision or the improbable by bringing out their best	9
3	Leaders need to have Empathy	7
3	Leaders need to be Self Aware	7
4	Persuasion	3
4	Making the Hard Calls	3
6	Listen first before speaking	2
7	Attention to detail	1

***Leaders need to provide transparency and make the organisation understand why***

From the frequency table 5, 9 participants spoke about the importance of transparency and understanding why during the change phase. Creating transparency can be done in numerous forums and it will help drive clarity on the transformation taking place. The clarity will help the organisation understand why they are executing the change and keep them engaged in the change.

*“So even if we are going to go and transform parts of the business. The people need to understand it’s that it’s hinged on very specific areas which makes sense for the business and which will drive revenue.”*

*“If your vision is clear and over time people will understand it and see that what you're doing leads to a vision. Then you will automatically move to followership as the leader. The people will drive the change.”*

*“I think it's all about transparency. I think about doing what I say and multifunction company. They are 100 SMO's all around the world, each of which have very different expectations on performance. Now from a discussion and a broader less quoted company perspective I think we need more transparency in visibility in terms of what are we trying to do here long term”*

*“So instead of things just being done behind the scenes the corridors etc we have a clear vision of what do we need to get to the long term goal for us to establish the long term goals first. So what is the long term plan for the company”*

*“So, I think number three for me is very easy. It depends on the. If you know about situational leadership you've done the training. So, for me we'll be there right. You have some people in your team that you get out okay. We want to make a change. This is why we want to make the change. This is the results of we won they would go and they would do it because of the experience of driving things.”*

*“You drive that focus on a public platform public form. And I think you need to drive that change by interacting a lot with organizations.”*

*“I think you need to make it visible. I mean it's easy for leaders to do these things and people just don't take notice or don't actually see it. I think you've got you've got to make it visible. So now whether that be through to corporate clinics we have so for example you know we have these what they call them. Let's talk “*

*“And when they see your senior leaders leading from the front it's much easier to implement any kind of change and they understand the importance of it”*

***Inspire people to achieve vision or the improbable by bringing out their best***

From the frequency table 5, 9 participants spoke about the importance of inspiration and bringing out the team's best during change phase. A leader can be inspirational, and the team will be able to perform at the peak when a safe space created to fail.

Participants however, mentioned few tactical points where there will come a time, when you can leverage people in the organisation who are inspirational and have influence amongst their peers to get buy in to drive change.

*“Build a culture where people feel safe. Where they can feel its ok to fail and then then you will see that they can come with the ideas.”*

*“Now you try to be inspirational as much as you can and connect the change to the vision you are trying to achieve or deliver. But at certain times people just don't respond or don't get it. And you need to really go from envisioning part of leadership to really executing this immediately, by show people what you want them to do.”*

*“We will actually. Hand-pick people within the organization who we believe are influencers. So it's people who. Whose opinion matters, and make them change champions. And so you try and get those people to be your change agents almost a year. They buy in first they when we're selling back into the organization. Then you sit with the rest of the organization and you get their bond. So that's typically something but it does a different process”*

### ***Leaders need to have Empathy***

From the frequency table 5, 9 participants spoke about the importance of empathy change during the change phase. This is heavily linked to being touch with your emotions, and the emotions of the organisation. It is important to understand how your people are feeling as a leader, and this can be achieved by practicing empathy.

*“We might believe we know what customers are saying or doing but we don't know what they feel. So let's use an example we might plug all of the data to say that these customers could qualify for loan or car. But we also know on the flipside how emotional a home and car decision is in the context of families. So how do you link the two. How do you create emotion?”*

*“We are data driven organization. They tell us what we need to do next to our customers but How do you link data with emotions of customers.”*

*“I've seen examples where. We. Have had leaders that I've had. In. My view very different emotional intelligence. It's been pretty much a tell. And rule by fear. And, I think the business is held back tremendously”*

*“The reality of business is we work with people. A lot of the work we do can be automated or easily automated. So it's not so much a blind as an IQ perspective on a business. A lot of it is more one on the EQ side.”*

*“People are smart and if you are their boss. Or if you have your boss you expect your boss to be smart. That's why he got this job in the first place. So, intellect is something which we all have. OK. And I would say if you overuse it. Sometimes. Emotion is the*

*difficult one. And I get emotion here as it is a gut feel. Not emotional decision but really not deciding just based on the data but.”*

### ***Leaders need to be Self Aware***

From the frequency table 5, 9 participants spoke about the importance of self-awareness change during the change phase. Participants placed importance on being self-aware of their own emotions and driving change without taking into account the impact on the people. Showing the right behaviours and being aware of how you come across will help balance the EQ and IQ paradox.

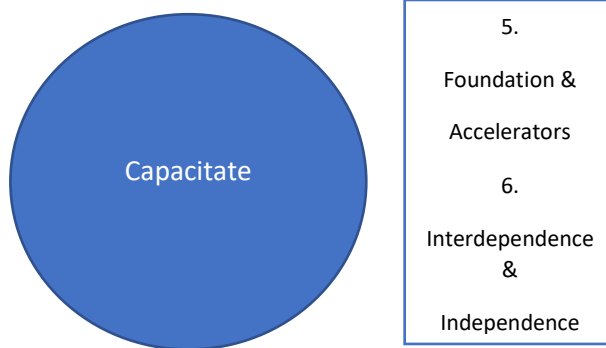
*“And that's also where the intellect and emotion comes in because even though intellectually it makes a lot of sense to distribute to these stores they might be a lot of emotions attached to these to these discussions which as a leader you would have to take into account and not just forcefully drive your point that it's more of a give and take.”*

### ***2.d Would you add additional paradoxes which will be relevant for the quadrant.***

Participants found it difficult to add additional paradoxes to the quadrant. All 12 participants chose not to add any additional paradoxes.

## 5.5 Results Capacitate Quadrant

### 5.5.1 Capacitate Quadrant



### 3.a Do you agree with the content of the quadrant?

**Table 7: Results on content of capacitate quadrant**

Interviewee	Agree(Y/N)
I001	Yes
I002	Yes
I003	Yes
I004	Yes
I005	Yes
I006	Yes
I007	Yes
I008	Yes
I009	Yes
I010	Yes
I011	Yes
I012	Yes

### 3.b Why do you agree or disagree?

The participants found it relatively easy to explain why they agreed with the content of the quadrant, and the paradoxes which needed to be balanced as a leader to ensure consolidate phase of the model is executed with excellence.

Having a strong foundation is critical before adding accelerators into place to drive innovation. The analogy is putting extra load on a sick horse was used to describe when you try and drive innovation with a weak foundation in place.

*“I think that the capacity building aspect of all of these sort of. Change initiatives or any project that you use. Is often overlooked but it's one of the most important. Aspects. To me when you know when you're running a project, you're bringing people from its armies from different areas to help. Build the capacity. But sometimes doesn't happen. So there is some use coming to come up with the capability in the OP to get the project done right. But then with very. Little emphasis on actually being upskilling those that actually going to have with it afterwards.”*

*“So, in terms of foundation and accelerators dog I completely agree that you've got to start with what you've got right. So, whether it be as a boss the skills that you've the skill sets that you've got. If I mean for example if you've got if you're going to run an I.T. project but you've got no one who specializes in I.T. then your foundation is wrong. You're going to have to outsource that.”*

Collaboration is key when it comes to balancing the paradox of interdependence and independence. To survive and grow in the current business environment leaders need to collaborate across functions, and externally.

*“How most companies operate this is these days it's through this multifunction team concept where you get a variety of different perspectives different backgrounds working on one angle and by doing that, you're able to leverage let's call it the best the best possible central options from each person's point of view.”*

*“I think there are certain cases where you do need a certain amount of independence whether that be a you know role specific thing or problem specific thing. It's debatable but for me here the interdependence. So yeah the interdependence part will far outweigh independence when it comes to creating capacity in the organization.”*

*“So you should not try to accelerate. It's like you know you get a Ferrari. You know three wheels OK. Now you can get probably. To a dog shop to fix it. By you know go in the race it to drive full speed because you just got damaged. So for me I actually did that innovation to accelerate your business is is to get. You know. Foundation fix the foundation first and that can be actually a lot of times it's innovative idea. Specific example we are now introducing new commercial. Process in South Africa.”*

*“Putting more of the load on a sick horse. You want to hear the horse first then you want him to. So, for me it's a foundation. It's always the first. Always the first thing it gets. That's very simple politics. Then balancing.”*

### 3.c How would balance these paradoxes in the quadrant?

**Table 8: Thematic Analysis on capacitate paradoxes**

Rank	Balancing Paradox in Capacitate phase	Frequency
1	Partner Internally and Externally	11
1	Creating a Space to achieve maximum potential	11
2	Building Trust across the organisation	10
3	Having Self Efficacy at an individual level	9
4	Value added work verses non-Value-added work	5
5	Building Capability in people	4
6	Amount of spend to invest in capacity	2

#### ***Partner Internally and Externally***

From the frequency table 6, 9 participants spoke about the importance of partnering internally and externally during the consolidation phase. Participants centred this theme around the idea of leveraging the capabilities of functions within the company or with partners outside the company. The participants believed the intention is to compensate for any shortcomings in resources or capabilities by partnering.

*“So, whether it be as a boss the skills that you've the skill sets that you've got. If I mean for example if you've got if you're going to run an I.T. project but you've got no one who specializes in I.T. then your foundation is wrong. You're going to have to outsource that.”*

*“For my experience people know how to do normal shelving and merchandising and distribution and pricing you know bringing in something totally new let's say a new segment into the market. Which are now going to have to educate people on and have trainings for them and add one to ones with all of the customer teams to take them*

*through the plans and make sure that it's a collaboration not just a top down but also a bottom up approach to you get inputs from both sides so that creating a creation of. Openness. And you seeing that cool creation floaters will be the whole across all I think from what I'm seeing is I really like the content and elements within each quadrant.”*

*“So, when we look at foundations and all accelerators and independence and interdependence. We believe in one thing. Collaborate internally compete externally. That's the main piece that we try to focus our energies on to say that how do we get fierce collaboration working between one of us that will be able to lift the overall game really forward to do and also something on bring it in.”*

*“So any environment we. Cannot operate independently of operations. Or finance. Or of any of the other elements within our. Supply chain. I think you will only be successful the change. In writing to the upstream and downstream.”*

### ***Creating a Space to achieve maximum potential***

From the frequency table 6, 9 participants spoke about the importance of creating a space during the consolidation phase. Spaces which can be created physical or even through policies. Examples were given on some physical spaces which employees could go to work on innovation and get inspiration for new ideas.

*“It's great. And maybe maybe it can fit in there but it's a physical space. So that's our liquid studio. It's it's an amazing place and you walk in and there's like on some more gadgets and technologies and we're happy. It's completely like. When you want when you walk in there you work there. You know that innovation is what you read in every day.”*

*“You need to be able to create the mechanism for people to work on projects that are outside of their day to day job. For example flexible work policies.”*

*“There is not a direct link. Between. Between performance. And reward. And then I think. If you can get that right. Then you start seeing accelerated change”.*

### ***Building Trust across the organisation***

From the frequency table 6, 9 participants spoke about the importance of building trust during the consolidation phase. Building trust will allow leaders to give autonomy to their teams and increase the speed of decision making during this phase.

*“There needs to be a higher level of capability here so that they have free capacity as it is and trust as I said you know you don't have to second guess each other in terms of the inputs that you receive from the other. So that's why high capability leads to trust.”*

*“Upskilling those that are going to be running things on a day to day is very important. I think it almost comes back to the speed with this qualitative thing as well. To say. Because you want to get things done quickly. You don't focus enough on upskilling the people but then later down the line you don't do it before. It will affect you. If you look at it's a dependence and independence. What can happen here with this is that. In terms of skills and data whatever you have a few people that. Know how to. Do. The work and they're doing it themselves and they don't working with others”*

### ***Having Self Efficacy at an individual level***

From the frequency table 6, 9 participants spoke about the importance of self-efficacy during the consolidation phase. Having the belief in your abilities to achieve goals, will have a ripple effect on the moral of the organisation. If a leader does not have self-efficacy, the organisation may lose engagement and motivation to deliver the transformation.

*“I know most of my individuals I know in depth what's happening with all of my projects. I know the data the back of my hand and I get that some of my comments. But the thing that I support now is I got to a point where I have to let go and let my exco run. That is the followership part.”*

*“Owner- Manager culture. So it's very different to all the other things in the form that each area runs their shop like their own business but they have extreme collaboration. And so, we all respond.”*

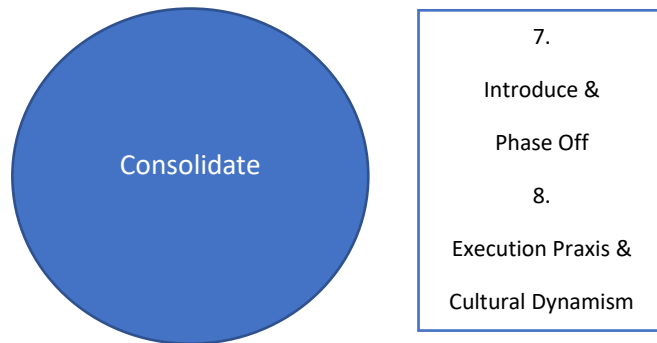
*“For me the biggest question would be the how and I think what we're saying and what makes a lot of sense to me and I could see that some practice is a code creation between the two different parties that you have so you might have a many different stakeholders. The question within must be how do you get all the stakeholders to get to the same page.”*

### **3.d Would you add additional paradoxes which will be relevant for the quadrant.**

Participants found it difficult to add additional paradoxes to the quadrant. All 12 participants chose not to add any additional paradoxes.

## 5.6 Results Consolidate Quadrant

### 5.6.1 Consolidate Quadrant



### 6.a Do you agree with the content of the quadrant?

**Table 9 : Results on content for consolidate quadrant**

Interviewee	Agree(Y/N)
I001	Yes
I002	Yes
I003	Yes
I004	Yes
I005	Yes
I006	Yes
I007	Yes
I008	Yes
I009	Yes
I010	Yes
I011	Yes
I012	Yes

## 6.b Why do you agree or disagree?

The participants found it relatively easy to explain why they agreed with the content of the quadrant, and the paradoxes which needed to be balanced as a leader to ensure consolidate phase of the model is executed with excellence.

*“So the first part of deal deals exactly what I was speaking just now after they introduced us this phase of thing. This is an important one because there is a lot of new stuff that you will be introducing or putting in place to drive this change in terms of overall scope of role. How do you then ensure that this individual is able to do this within the capacity that they do have. So it's about this concept of understanding or evaluating what work is deemed to be not as value adding versus the rest.”*

*“And the most difficult thing about dead one ease. Is if you think about. It. If I can put Ottaway on the break which is hard. Like I'd say BMG South Africa they're levers II of 3. OK. Every dollar we spend we get three dollars out. It's. Very hard. And let's say the new project gets three point five and that's how this how you assess these new ideas. You compare your new idea versus the current ideas or current efficiency or duration”*

*“Let's say it's three four five. Now what you don't want to kill you don't want to kill the idea of street we want to do damages one. Or maybe less than one. Now. What happens is that usually. These ideas are small. Are invisible to the management. Even though I don't know them. And the biggest challenge is. To again create a ulture where people can talk to their. Data Management. And up and up and up. And escalate the issue of what should be phased out”*

*“Because on on like it's almost like a simplification OK. How do you. How do you simplify it. The first thing which can happen is you establish simplification feel.”*

*“You know you need two people to come to their bosses and say. I don't see any value in creating these report can you tell me what's happening with this report after I did it. Well I don't know. OK. That's that's a very good answer because then I can probably cut that or maybe you can let us guys for a week. Let's see what happens. See this is how you simplify it needs to come bottom up very hardly top down. Top down simplification ideas are very rare. “*

*“We've sort of done the transporter to support you consolidate what comes to mind is almost like the run to target and the dirtiest of it. Sort of by a certain way that we've been doing. Or undertaking our digital undertaking ideas. It is just going to change not because you keep adding more. If you're going to adding more. Different companies into the mix and the culture almost needs to change as well. So. And so the cultural dynamism that we've. We've developed a system called child. In terms of how we do. How we do. Or on target. Not that Mr. change.”*

*“And obviously it's it's a paradox because we're so used to doing it the way you want to but now we have to think different it was different for different people different ways of different companies different ways of doing things. So we need to phase off sort of. The. I don't know how to put the. Did the these sort of exclusive confrontational but the. The thinking that we had in our in our approach. With an existing service provider that they weren't capable. Yeah I know that one that affected how we are we engage them. It's almost like I was just seeing when we put in in April where there were a lot of fighting people saying you know. It will not do this. Are they doing this. There wasn't that trust. “*

*“So one of the things we realized as we started doing the transition. Is creating new skills within our organization, for those skills you don't always buy, you build it, which is to with your foundation.”*

### 6.c How would balance these paradoxes in the quadrant?

**Table 10 : Thematic Analysis on consolidate paradoxes**

Rank	Balancing Paradox in Capacitate phase	Frequency
1	"Burning the Old Ship"	11
2	Create small wins along the way with MVP and Performance rewards	9
2	Smaller milestones foster culture for Change	9
3	Managing change in controlled environment	4
4	You can't expect mass conversion you have to drive the execution	1
4	Physical change will drive higher adoption	1

#### ***"Burning the Old Ship"***

The theme around burning the old ship, is centred around the idea of ensuring that non value add, and outdated work processes get removed from the business. This will allow the individuals to focus on executing the innovation and new processes required. Below are some of the comments and reasoning provided by the participants around this theme.

*“Change management processes for the people who used to do email now move into a different platform. So how do we be referred to on our site. What about burning that ship. That's what we say. Okay. If we want to kill us and we want to burn the ship what does it take. And how do we go about the change managment process from a internal perspective and a personal perspective”*

*“can't just add new work and new ways of working but I don't take away anything so I can't say we've got a new operating system that we manage that we operating on but I still wanted to capture it on the old system as well because then I've doubled your workload and I haven't.”*

*“So that's saying there's always gonna be new things that you that you implement or that you introduce to the company and in that you've got to make certain changes those things need to be phased out. Yes. And it's just about making sure that you don't. Again the ability to draw on an example is we've.”*

### **Create small wins along the way with MVP and Performance rewards**

Small wins along the way is intended to keep the momentum and motivation high. The participants believe leaders need to recognise small wins and reward them along the journey of transformation and innovation.

*“So it's about being tactical and leading a couple of MVP quickly so that we can execute we in FNB for example know what we need to do because we spend lots of time understanding what we need to do and data drives a lot of what we need to do. It's about how we execute.”*

*“The change is easier to manage if you do it in a controlled environment to find your early adopters as the easy wins”*

*“So you know if you start small you probably the Bush bushy do the right. You know it's all you as a leader. But then. You know. A lot of people see the results. And I think you*

*know getting some early leads. Can help you to really then build. A SPIN. Spin the wheel faster bigger. So that's that's how I see it. And again I think you know. These two need to be linked to vision. Again.”(Vilo)*

### ***Smaller milestones foster culture for Change***

Smaller milestones along the way create smaller goals which will eventually lead to achieving the large strategic and innovative goal. The smaller milestone also create this adaptation amongst teams and makes the individuals more comfortable with the idea of change.

*“Traditional organizations look at a strategy, and you can get in a build up a massive project or program that will lead you to it and you'll see there's one big go live of date of next year June. We say these multiple components of that that will come online every single month that will go fully online”*

*“If I do in small valley problem minimal viable products that change impact is much more less than trying to do a once or Big Bang.”*

*“So you already create a change culture on an ongoing basis as you introduce new components. Okay then a bigger aspect because what happens is when you do a bigger aspect you tell everybody from that he had me you know modern industry 21st it's going to be done this way. You create mass hysteria disruption and confusion. But if you're take them on the journey now then you already soften the blow”*

*“And then you set. I would say benchmarks along that road. So certain let's call it no muss criteria of what you need to do to get to the long term goal and you just have a plan such that if one of those shorter term headquarters things go off track What do you*

*need to do to still meet a minimum level of performance such that you still are able to meet them. That's how to set up the strategy. “*

#### **4.d Would you add additional paradoxes which will be relevant for the quadrant.**

Participants found it difficult to add additional paradoxes to the quadrant. All 12 participants chose not to add any additional paradoxes.

### **5.7 Flow of the Model**

#### **5.7.1 Do you agree with the flow of the model?**

***Table 11: Results on flow of model***

<b>Interviewee</b>	<b>Agree(Y/N)</b>
I001	Yes
I002	Yes
I003	Yes
I004	Yes
I005	Yes
I006	Yes
I007	Yes
I008	Yes
I009	Yes
I010	Yes
I011	Yes
I012	Yes

### 5.7.2 Would add or change anything to the model?

#### ***There needs to be a purpose to Innovation and Transformation before the Model***

10 out of 12 participants believed this model was missing the need for having a purpose in organisation centred around innovation and transformation. Below are some of the comments by participants explaining the need to have a purpose as the starting point for the model.

*“You could inspire people with a purpose and you could ask them to make 20 million and they will bring you 40 million. Because it’s why they are doing what they do, it will create productivity in the process”*

*“Like NASA as another example, You know when you speak to somebody sweeping the floor and you ask them what they do. They tell you they are getting someone to the moon. “*

*“The Purpose trickle down to everybody in the organization. And that is the profound difference between small change and transformation”*

*“You work all you come up with a purpose together. And so, it’s everything. So, we do things like remember the future. So, in ten years from now what do we want. What, people, companies, partners and competitors to be saying about us. And then what drives us as human beings”*

*“To give the space to think about all products right. What does that mean. People are going to pull all your leaders out of your business activities do you think about about this. It's the most cost the most expensive exercise. We did that”*

*“Then we came up with something very very simple which is unlocking abundance in Africa. And so how we actually got to do that. And then once we got to that which is simplified it was actually very hard”*

*“Now we're doing this we're starting to link our projects to the tangible abundance in Africa. Which is more jobs and the access to one thing as an industry injection for example. So it's but it's on linking to we want to help Africa.”*

***There needs to be a vision or "North Star" which is hinged on the Purpose***

11 out of 12 participants spoke around the idea of having a vision. The vision needs to be the ideal state of where the organisation what's to be, and closely linked to the purpose of existence for the organisation.

*“If you want to transform and be relevant, and again I'm bringing back to the leadership, if you want to create something that is different. You must understand where you want to go. This is where people look to leaders to go with where's this journey going to take us.”*

*“So even if we are going to go and transform parts of the business. The people need to understand it's that it's hinged on very specific areas which makes sense for the business and which will drive revenue.”*

*“It’s about seeing the future, and this is the way we talk about it, we talk about this your core business and You can transform the core. And then you can pivot to a new business. It’s about it’s about a Vision. Leadership is very much hinged in vision.”*

*“It’s normally the base approach would be to understand like you would understand, what’s a critical business need. Like the process that they make as they get us through. You would understand what the business needs you would then overall you would then set of targets for your area on what you need to deliver and deliver the critical business. So, for us we know that good service cost of cash.”*

### ***The model can be agile by moving between quadrants***

The concept of being agile, was proposed to view this model in a more agile way. Leaders should not look at this model in a linear way, however the participants believed that as a leader you can have number of these models running simultaneously and move between quadrants as long as the leader understands the risk and experienced to manage this agility.

*“So my view coming back to that agility point. There are instances where you could jump from creating straight into capacity because it talks to what I said earlier on inclusiveness in the decision making process and timelines that we need to go to market.”*

*“But I think that’s the old way of thinking. I think the new way of thinking is saying you can bounce from step 1 to 3 if you want to but understand the risk that goes with it, Or you could run step one into in parallel while you figure out how to make step two or three work.”*

## **Chapter 6: Discussion of Results**

### **6.1 Introduction**

The results from this study described in previous chapter, will be analysed in detail in this chapter, while considering literature review conducted by the researcher. The structure of this chapter will be based on research questions from chapter 3 and interview questions.

Data was collected from 12 detailed, semi-structured interviews with executive leaders and senior managers across industries within South Africa. The coding of data and its analysis allowed the researcher to aggregate and fine-tune the data into themes, providing insights into understanding how leaders balance paradoxes in practice to drive innovation and transformation.

The chapter will discuss the findings based on the below flow:

- Overall flow of the model
- Purpose and Vision Discussion
- Discussion on each quadrant findings on how to balance the paradoxes of the model.

### **6.2 Discussion on Results for Overall Model Flow**

Research question on the flow of the model is aimed to understand if the model had a logical flow and understand if the participants from their experience would change or add additional insights to the flow of the model. From frequency analysis for this question in Chapter 5, all participants agreed to there was logic to the flow, however there were suggestions made on adding additional insights to the model.

The recommendations made were that the model needs to be hinged to a Purpose and Vision for the company. The decisions and behaviours by leadership during transformation need to be in alignment with the purpose and vision.

### **6.2.1 There needs to be purpose**

The frequency analysis conducted, indicated 10 participants identified the need for a purpose before starting with the model. Deeper analysis of the interviews to understand why the purpose is important. The findings indicate that a purpose will speak to the individuals at Human Level, motivating them to drive change and being more productive. This finding is in line what is in literature, around the need for a purpose for transformation and innovation.

Innovation is interwoven in the mission and vision of the organisation, not only linked to a mission of achieving financial results, but to a deeper purpose which drives loyalty and engagement to the problems and results of the company. (Usheva, 2015)

An example was Stryker's innovation journey, which has made contributions to the healthcare industry. There was a burning need to make significant contributions to the industry, through the development labs for products. (Morton, 2018). This example speaks directly to an example given by a participant, where the participant spoke about NASA, and if you ask a sweeper at NASA what is their job, they would reply by saying I am helping to put someone on the moon.

### **6.2.2 There needs to be a Vision and hinged on the Purpose**

The frequency analysis conducted indicated 11 participants identified that the vision will need to hinge onto the purpose. Deeper analysis of the interviews was done to understand why this is the case. The vision being linked to the purpose will ensure the actions taken by the people organisation will be supporting the purpose. This finding is in line what is in literature, around the need for a vision for transformation and innovation.

Zensar, is a company with 8000 employees with a strong focus on it's financial results and creating shareholder value. Zensar, has more then 20 percent of its employees participating corporate social responsibility across locations. (Natarajan, 2016) Additional examples around Group S, their core purpose is to produce services and benefits for their customers. Historically, generating a profit is not seen a goal and focus was put on supporting the community through mutual benefit. (Neilimo, Kuusela ,Närvänen & Saarijärvi, 2015)

Having a purpose, is argued in literature and the organisation needs to understand why they exist, and to inspire the people and consumers. The concept of Massive Transformative Purpose (MTP), intends to capture the heart and mind, imaginations and ambitions of the people inside and outside the organisation. (Ismail&Malone, 2014 )

Proferssor David Garvin of Harvard Business School, in an interview with Zensar's CEO asked what their secret is on retaining top talent and maintain higher retention rate verses competition. Zensar's leaders attributed to the retention to their "philosophy of love" broken down in below value propositions (Natarajan, 2016)

- Sensitivity toward diversity of gender, age, nationality, and tenure
- Culture of inclusiveness, transparency, and integrity in all company practices
- Fairness, respect, and a belief in the dignity of all stakeholders
- Leadership from within driven by strong personal leadership
- Opportunity for continuous learning and growth
- Freedom to explore and experiment without fear of negative consequences

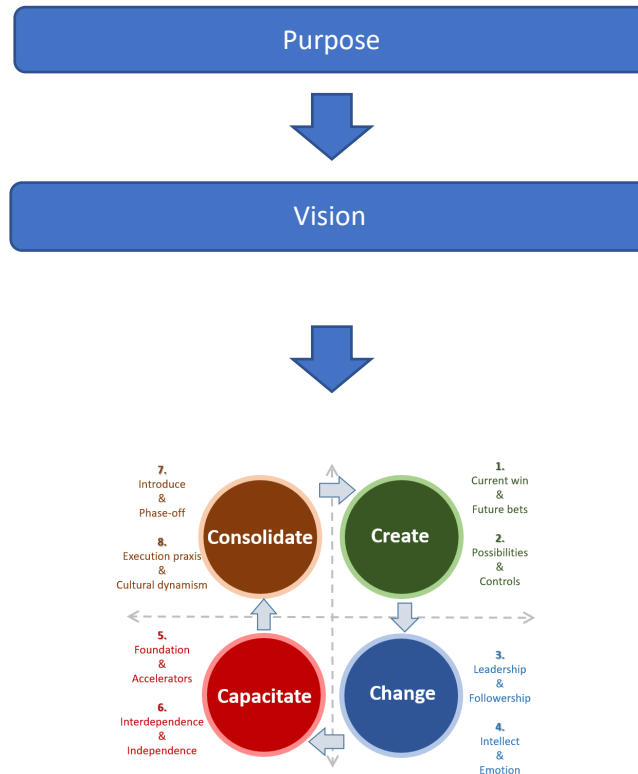
### **6.2.3 The Model is hinged onto the Vision**

The findings indicate that when leaders create a vision and purpose which speaks to the heart and soul of the people and aligned to the strategic position of the company it enables the execution of the transformation process. Having a purpose and vision will also aid in making the balancing of the leadership paradoxes easier for leaders.

Group S created a concept of “Your own Store”. This vision was customer centric and focused on providing a customer experience to change the traditional modern retail landscape. Customer fast realised the benefits of owning a part of the company and store where they shopped for their groceries. (Neilimo, Kuusela ,Närvänen & Saarijärvi, 2015)

This vision also connected customers directly to the decision makers and leadership of the company, through an elected council. As the company experience diffusion of the vision, the customers started to believe they were part one community and one company (Neilimo, Kuusela ,Närvänen & Saarijärvi, 2015)

## 6.2.4 The Model overview with Purpose and Vision



## 6.3 Discussion of Results for Create Quadrant

Research Question 3 was focused around understanding leaders go about balancing these paradoxes within the quadrant in practice. The intention was to identify key approaches or mechanisms which need to be in place to ensure the paradoxes are balanced, to enhance the effectiveness of the quadrant. The next seven points were identified as the key mechanisms required to enhance the effectiveness of the quadrant. These mechanisms, according to the frequency table, had a frequency of 9 or higher.

### **6.3.1 Leaders need to create a burning platform for Change**

From the frequency analysis, the creation of a burning platform featured 11 times. Participants mentioned the importance of the organisation understanding the importance of transformation and innovation the organisation. The consensus across the 11 participants was, when the individuals in the organisation understand the importance of innovation, the decision makers will not divert investment from transformation or innovation.

The concept around having a bringing platform for change, allows an organisation to have a culture where the people have a mindset, where they believe they are going to have to do something different if they want to remain relevant at an individual and at organisational level.

At an individual level, it focuses around transforming yourself and your skills to remain relevant. At an organisation level it focuses on transforming the business model to remain relevant. Some participants focused on remaining relevant within an industry, and some believed the transformation at organisation level should not be limited to industry but being agile to transform into other industries if required. The analysis from literature support this finding.

A burning platform for change, at a leadership and individual level is centred around the motivation for change. This motivation can be hidden beneath the organisational forces. To live up to the traditional concepts of a “heroic leader”, leaders tend to bury their personal motivations for engaging a transformation journey. Introspection by leaders of this, will allow them to shift away from burying their personal motivators and move forward with transformation. (Fuda & Winn, 2017)

A burning platform at an organisational level, leaders can identify organisational problems which will motivate the organisation to undertake a transformational journey. These organisational problems for example could poor financial performance, employee engagement being low. Leaders believe a crisis will be an opportunity to undertake a transformation journey. (Fuda & Winn, 2017)

### **6.3.2 Co-create the Idea or Change required**

From the frequency analysis, the co-creation of the idea featured 10 times. Participants mentioned the importance of the co-creation during transformation and innovation. The importance is discussed below and in line with literature findings.

If you do not co-create the vision or transformation, it will become your strategy on a piece of paper. In reality, they will go and do what they want. The co-creation does not only involve only executive leadership, it needs to include management at least two levels below. The management below executive are the people which own the vision on behalf of the exco.

The people which will ultimately live the visions and become the users of the strategy will need to be involved in the creation of it. Co-creation with customers is also important. Leadership which has the courage to talk to the customers, to understand what is that they want becomes a powerful tool in creation of your vision.

It is critical for organisations to have systems and tools in place to listen to customers and understand their customers views about their products and services. Theses views can range from positive and negative feedback around use of product or services, access to products, competitors' products. (Singhal & Yerpude, 2018)

To be successful at innovation organisations need to place high importance to interactions with external stakeholders which can influence the innovation process. Interaction with external stakeholders is the concept of open innovation. Closed innovation is developed internally, however it has become deemed to be outdated. (Singhal & Yerpude, 2018; Chesbrough, 2003)

Engaging with external partners and the ability to leverage a partners platform on knowledge and technology will positively affect the value of co-creation in partnerships. Collaboration with partners will solve issues around knowledge accessibility and leverage capabilities for partners with higher capabilities. (Lew, Kim, & Khan, 2019)

Engaging with consumers where they play a role in co-creation via a joint effort, empowers the company and the results generated from the innovation of new product or service. The consumers and company in co-creation influence and serve one another. (Manz, Skaggs, Pearce & Wassenaar, 2015)

### **6.3.3 Need for customer centric vision or Change**

From the frequency analysis, of the idea featured 10 times. Participants mentioned the importance of the co-creation during transformation and innovation. The importance is discussed below and in line with literature findings.

The co-creation will need to focus on the journey you are enabling for the customers. Understand truly what the customer is trying to achieve in their lives, and how are your products available to them at the right time in their lives.

Customers need to trust the organisation. To gain this trust, the organisation needs to create transparency in which they deliver their products and services. Incorporating a customer-centric innovation process, providing transparent communication to customers will allow trust to be built. (Vetterli, Uebernicketel, Brenner, Petrie & Stermann, 2016)

Organisation will also generate a lot of value if the customers were engaged in the unfinished prototype solutions, by providing input to the challenges they face and what the real problem will this product solve for them. (Vetterli, Uebernicketel, Brenner, Petrie & Stermann, 2016)

Deep customer integration is a concept which uses customer centricity to develop an integrated solution which is focused on the problem exploration by company and customer during creation phase.(Leavy, 2017)

Organisations generally focus on organisation centric approach. Understanding your customer, and the way they think and behave will allow the solution to become more customer centric. Today's business environment will also require your solutions to incorporate digital and technology therefore being on a digital transformation journey is crucial to long term success.(Leavy, 2017)

#### **6.3.4 Need for Minimum Viable Products and Performance with milestones**

From the frequency analysis, the need for minimum viable products with milestones featured 9 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

Having minimum viable products, it's about being tactical and leading a couple of minimum viable products quickly so that you can execute. It's about how we execute. Traditional organizations look at a strategy, and they can get in and build up a massive project or program that will lead you to the strategy and you'll see there's one big go live of date of next year June. However, having these multiple components of that that will come online every single month that will go fully online, is a better approach and easier to manage risk around a big change.

Having smaller milestones and launches will allow you to capture learnings along the way and make changes to plan where required to ensure the change is implemented successfully.

Innovation and radical change is a product of numerous small decisions, instead of one single moment of inspiration. (Humphreys, 2015) Tesla has proven that start-ups can enter an industry with high barriers to entry, using minimum viable products in the start to become leader in innovation in automotive industry. (Stringham, Miller & Clark, 2015)

### **6.3.5 Leadership need to set example for controls and structure**

From the frequency analysis, the need for setting example on controls and structure featured 9 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

Support structures are needed to guide the organization and leadership to make decision making faster. Controls should be created to support and grow the core business. Leaders need to identify the difference between controls which hinder innovation, and the controls which make business easier to function while managing risk.

The question in today's business environment is not whether to innovate or not, rather how to innovate. (Zizlavsky, 2016; Hauschildt & Salomo, 2010). An organisation will require efficient and in depth measurement systems and controls, which will be crucial for the success of innovation and the transformation journey. (Zizlavsky, 2016)

Measurement of the value add, and performance of innovation is fundamental. There has numerous literatures around performance management, risk management, rewards and recognition during the innovation process. (Zizlavsky, 2016; Wingate, 2015; Merschmann & Thonemann, 2011; Bassani, 2010; Chiessa & Frattini, 2009)

Managing risk and controls, leadership plays a crucial role in maintaining the control and providing guidance to the organisation. Leaders are required to identify the risks and use risk management strategies to ensure innovation has minimal impact on the core business. (Jensen, Andersen, Bøllingtoft, Eriksen, Holten & Westergård, 2019)

Risk management and having controls is an approach taken by leaders in ambidextrous firms (Bedford, 2015).

### **6.3.6 Excellent Time Management required**

From the frequency analysis, the need for excellent time management featured 9 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Constraints on time was mentioned to be one of the key barriers to successful implementation. There needs to a balance between execution of day job requirements and finding time to drive innovation and understand what can be done differently. You

will require senior leadership to drive this culture to balancing time, and putting focus on both day to day activities, and idea generation for the future.

Innovation will be required leaders and employees to allocate time and resources away from the core business. Therefor shifting focus from the short term to the long term. (Agrawal, Catalini, Goldfarb & Luo, 2018)

The current business environment which entails disruptive technologies, changing business practices has forces leaders and employees to deliver the product or service faster and become more agile in responding to customers. This has required capability building around the skill of time management and given birth to the concept of real time management. Real time management will allow leaders adapt and operate organisation culture, processes and structure in real time. (Rydén & El Sawy, 2019)

Time management policies around flexi working hours, work from home and floating desk have become attractive for a number of companies. The intent of these policies is to improve the productivity of employees through improved time management. (Godart, Go' RG & Hanley, 2017)

### **6.2.7 Bottom Line is Return on Investment**

From the frequency analysis, the need for positive featured 9 times. Participants mentioned the importance of the this during transformation and innovation, the belief was it will always boil down to the impact on the profit and loss. The importance is discussed below and in line with literature findings.

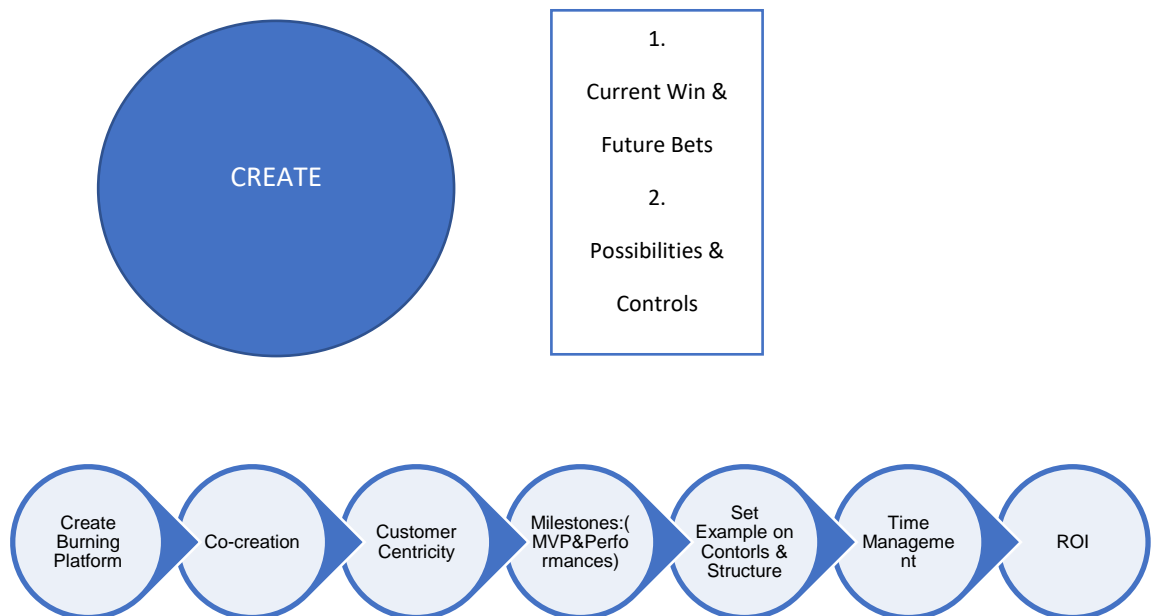
Transformation needs to be value led. Innovation needs to fund the next round of innovation. Spending money for the sake of innovation or transformation will not be sustainable.

Innovation needs to generate value for the company. This value can be defined by the current state of the business and requirements. For example, a current business requires improvement in structural profitability on the P&L, the innovation needs to add value to driving structural profitability.

Leaders and organisational boards require a return on investment on the decisions taken by the leaders of the organisation. This shifts the focus to identify objectively the performance of the investments made into innovation. (Underdahl, 2017)

### 6.2.7 Overview Create Qaudrant Findings:

**Figure 8 : Overview on Create Qaudrant Findings**



## **6.4 Discussion of Results for Change Quadrant**

### **6.4.1 Leaders need to provide transparency and make organization understand why**

From the frequency analysis, the need for transparency featured 9 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Transparency in the visions and the change which needs to happen, will allow the employees to understand why they need to drive the change. Once this becomes to the employees, they will drive the change required for the business.

Zensar a tech company from western India implemented vision communities to improve their focus on flexibility, performance through engagement of employees in work and society. The company has three focus areas, profits, people and planet. These three areas are rooted in the “philosophy of love” values which the company create to motivate its people. These have created an environment of respect, transparency, trust, and innovation (Natarajan,2016).

Transparency will boost the innovation effort by leaders and employees. Transparency will also increase the efficiency of the tasks required to innovate. Transparency also helps leaders reduce the sensitivities around turnover and improve the innovation output. (Zhong, 2018)

#### **6.4.2 Inspire people to achieve vision or the improbable by bringing out their best**

From the frequency analysis, the need for inspiration featured 9 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Leadership is required to build a culture where the employees feel safe, and it will be ok to fail. Once this is in place, the employees will generate ideas. You need to try to be inspirational during this process, and there will be times where some employees do not respond. This is when a leader will need to show them what the vision is and start executing certain parts with them to ignite the initial spark.

Leaders of Zelsar have been inspirational in numerous ways. They have held the values of the company and high standards. Violations of its values have always been treated seriously, with a consequence of being terminated. (Natarajan, 2016). Due to the leader's behaviours around its values, it has created a culture of employees motivated with self-respect and trust amongst the employees. (Natarajan, 2016).

#### **6.4.3 Leaders need to have Empathy**

From the frequency analysis, the need for empathy in leadership featured 7 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Data will indicate what consumers are doing, however it is very difficult to understand how the consumer is feeling. Employees within the organization can be analyzed through data, however it is very difficult to understand how they are feeling. Participants

spoke about examples where lack of understanding and empathy led to dis-engagement from the consumer and employees.

Scholars have written about the role and importance of empathy in leaders. Leaders who have higher levels of empathy, scored higher on leadership impression by employees. Empathy by leaders is related to getting the job done and making sure there is inclusivity and people are happy. (Sadri, 2015)

Empathy is antecedent to emotional intelligence. Emotional intelligence will allow a leader to manage emotions and recognise the emotions of the individuals in the organisation. (Sadri, 2015)

#### **6.4.4 Leaders need to self-aware**

From the frequency analysis, the need for self-awareness by leaders featured 7 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

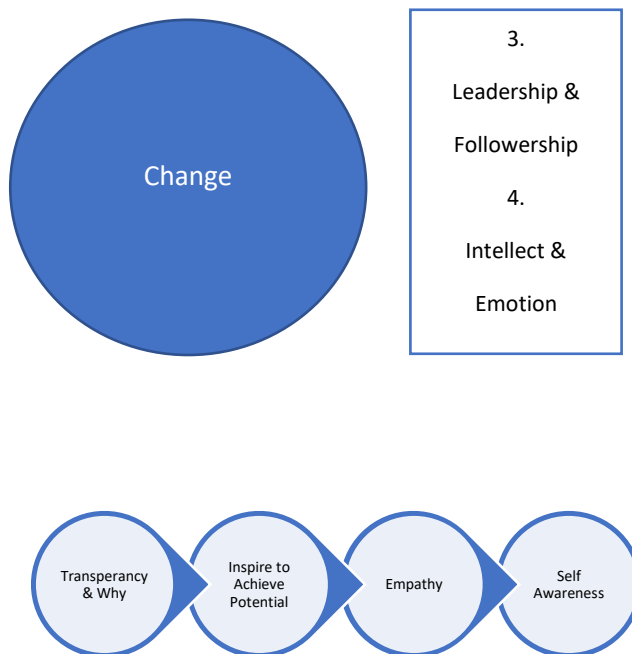
When looking at the data, and intellect will guide you to make decisions around the change required for the business. It is critical for leaders to be aware of their approach to driving this change, and the emotional impact and understanding of the impact on the organization, and consumers.

Self-awareness as a leader will lead to an improvement in the cognitive skills and will help guide behaviour which can drive positive emotions within the followers. Leadership behaviour can empower followers and encourage creativity. (Vince & Mazen, 2014).

Scholars have also found emotional self-control, empathy, and inspirational leadership to be the differentiator between outstanding leaders and average leaders. (Boyatzis, Thiel, Rochford & Black, 2017)

#### 6.4.5 Overview of Change Quadrant Findings:

**Figure 9 : Overview on Change Qaudrant Findings**



## 6.5 Discussion of Results for Capacitate Quadrant

### 6.5.1 Partner Internally and Externally

From the frequency analysis, the need for internal and external collaboration to increase capacity featured 11 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Bringing change to the system, based on the model the education to the people and sell to the organisation has already happened in Change quadrant. Now the leadership have to drive collaboration across functions and external suppliers to execute.

Total ecosystem is crucial for the survival of the firms within the ecosystem created. (Li, 2009). It is difficult for a company to have all the required resources and time required for success in implementing successful innovation. (Mei, 2014). Peer-Driven, customer driver and community driven innovation has proven to deliver better results. (Benner & Tushman, 2015)

Consumption of products and services, what matters the most is the consumers perception of the value. (Adner and Kapoor, 2015). Therefore organisations should collaborate with all stakeholders, suppliers, distributors and consumers. (Iansiti and Levien, 2004b; Adner, 2006; Adner and Kapoor, 2010). By doing this, the organisation will create a thriving environment for innovation and transformation, which the output will be valuable products to its consumers. (Su, Zheng & Chen, 2018; Freitas & Fontana, 2018)

Leaders need to formalise internal and external collaboration. Open innovation tools have been developed by scholars and in practice by companies. Examples include i-OnePAd (collaboration across teams), i-Challenge (connections between anonymous seekers and solvers). (Xue, Zhang, Wang, Skitmore & Wang, 2018)

The research findings indicate the probability of success increases when organisations leverage internal and external collaboration during the innovation process. Leaders need to create capacity which will allow organisations to embrace innovation. (UNDERDAHL, 2016; Gertner, 2015).

### **6.5.2 Creating a Space to achieve maximum potential**

From the frequency analysis, the need for creation of space to increase capacity featured 11 times. Participants mentioned the importance of this during transformation and innovation. The importance is discussed below and in line with literature findings.

Creation of physical spaces and policies which act as a mechanism to create capacity within individuals. Physical spaces for innovation are created to entice people to walk in to want to work on innovation and idea generation. Policies like work from home, will help improve productivity and capacity within individuals. These findings are in line with literature below.

A team will require space to innovate, this space can be physical or cultural. (Humphreys, 2015) For example on the cultural space, it is about creating a culture and space which will allow the people to fail and embrace uncertainty. On the physical space

it is around creating a office experience and environment to drive creativity. For example, it could be along the lines of an innovation lab. (Humphreys, 2015)

Having innovation competition is a form of creating a space for innovation to thrive (Adamczyk, 2012). However, innovation competitions require mechanisms to attract participation and high quality contributions over a sustained period of time. (Gillen & Cheshire, 2015; Hooge, 2014)

### **6.5.3 Building Trust across the organization**

From the frequency analysis, the need for trust increase to capacity featured 10 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

Trust can be generated by ensuring the firm has high capability and credibility of its employees. High levels of trust improve idea generation and the speed to market of these ideas. (Xue, Zhang, Wang, Skitmore & Wang, 2018) Trello Inc, for example found a solution to interact with its users and allowing to the users to analyse the company's past behaviours and past promises. Based on this the users were able to predict the company's future behaviours, improving the level of trust between the user and firm. The impact of this led to trust improvement within organisation and innovation success. (Błaś, 2016)

### **6.5.4 Having Self Efficacy at an individual level**

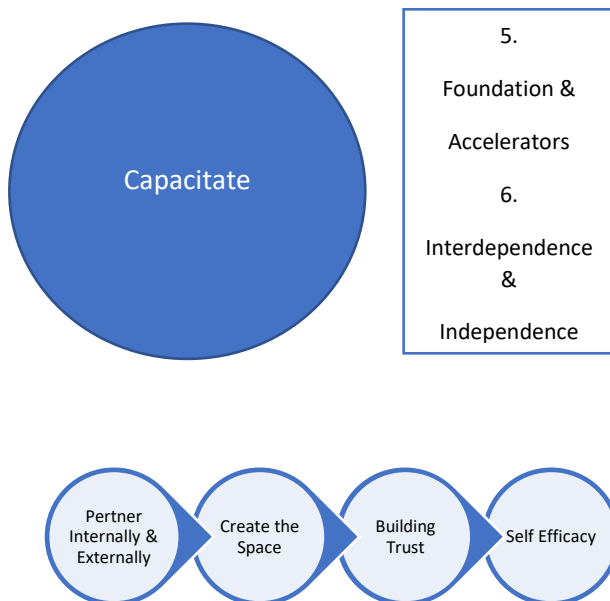
From the frequency analysis, the need for self-efficacy as a leader will create capacity featured 9 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

The participants showed great attention to detail in the work, and regardless of the seniority of their level, showed high level of skill to deliver to results. There were statements made around knowing the status of projects and data on the back of their hands, while also showing that driving a culture around ownership and trusting your abilities will drive increased collaboration internally and improving the capacity of the organization.

Original literature defines self-efficacy as an individual's belief in his ability to succeed in a specific situation. (Bandura, 1977, 1997). Self efficacy by leaders can allow followers to become optimistic about the future, and the transformation plans which are needed to take place for the organisation. (Fuchs, Sting, Schlickel & Alexy, 2019) Self-Efficacy is positively related to behavioural intent (Park, 2009). It is an intrinsic motivation factor, and it will leader to a more engaged and learning environment within an organisation (Muslichah,2018).

### 6.5.5 Overview of Capacitate Quadrant Findings:

**Figure 10 : Overview on Capacitate Qaudrant Findings**



## **6.6 Discussion of Results for Consolidate Quadrant**

### **6.6.1 "Burning the Old Ship"**

From the frequency analysis, the need phasing out and getting rid of old processes featured 11 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

As a leader it is important to understand that you will not be able add new work on the organisation without creating the capacity. Capacity can also be generated by phasing out old operating systems and processes. Leaders will need to “burn the old ship” to ensure the innovation becomes the norm and part of the day to day operations.

Companies must generate frequent product changes, due to the shorter product life cycles and changing consumer demands. (Wagne,Abdelkafi & Blecker, 2017; Bakker, 2014; Slamanig, 2011) Generation of new products and services will required companies to eliminate old products and services. The concept of phasing out, is not limited to product and services, however takes into account elimination of non-value add processes and operating systems. (Wagne,Abdelkafi & Blecker, 2017; Homburg , 2010)

### **6.6.2 Create small wins along the way and Performance rewards**

From the frequency analysis, the need for smaller wins featured 9 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

Having executed a small number of minimal viable products, generates small change at an individual level however the sum of the changes is significant from when you started. This helps manage risk verses executing a large change to the current product or service.

Having milestones along the journey, will improve the management of the change to achieve the long-term vision for the change. It is tactical to manage the project and timelines, while rewarding people along the way to keep them engaged in the journey.

Grand business strategies usually make the front pages of business journals, but they often fail to deliver on shareholders expectations. In the pursuit of the grand idea, organisations tend to lose sight of the small wins along the long-term game, which results in superior returns in future. Small wins come in different forms, such as small improvements to processes, smaller and more frequent acquisitions. 3M's strategy has emphasized the importance of small and frequent innovations. (Pangarkar, 2019)

Advantages of focusing on small wins are stated below (Pangarkar, 2019):

- has a relatively modest downside (i.e., the impact of failure on the firm is small),
- requires the commitment of a relatively small percentage of the firm's total resources,
- achieves payoffs in a relatively short timeframe, and
- does not invite strong competitive retaliation

Dr. Homer Stryker founded his company, from his passion of experimenting. The success of this company was due to innovation and products launched on smaller scales, instead of one large eureka moment. (Morton,2018)

### 6.6.3 Smaller milestones foster culture for Change

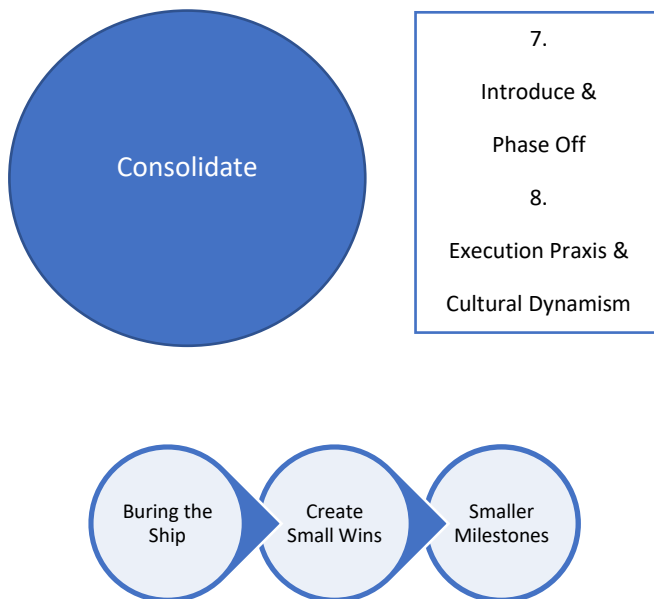
From the frequency analysis, the need milestones on journey featured 9 times. Participants mentioned the importance of the this during transformation and innovation. The importance is discussed below and in line with literature findings.

Analysis of the results show that this is a tactical approach to keep the organisation motivated and continue to fully implement the change. Showing people small wins along the way will ensure the organisation see the progress. This process will also allow to manage risk, and the final change will not be a big shock to the system. Small changes and small wins along the way will prepare the organisation for the final design.

Smaller milestones can be simple as changing policies or approaches. Change and innovation needs to have different approach, where co-creation using inclusivity will allow initiatives to start at individual levels, verses top down and using mandates. (Pangarkar, 2019) Having change in approach with smaller milestones will drive the required behaviours for innovation. (Pangarkar, 2019) Goal setting along the way will encourage employees to only think of new products but also new ways of doing things. (Morton,2018)

#### 6.5.4 Overview of Capacitate Quadrant Findings:

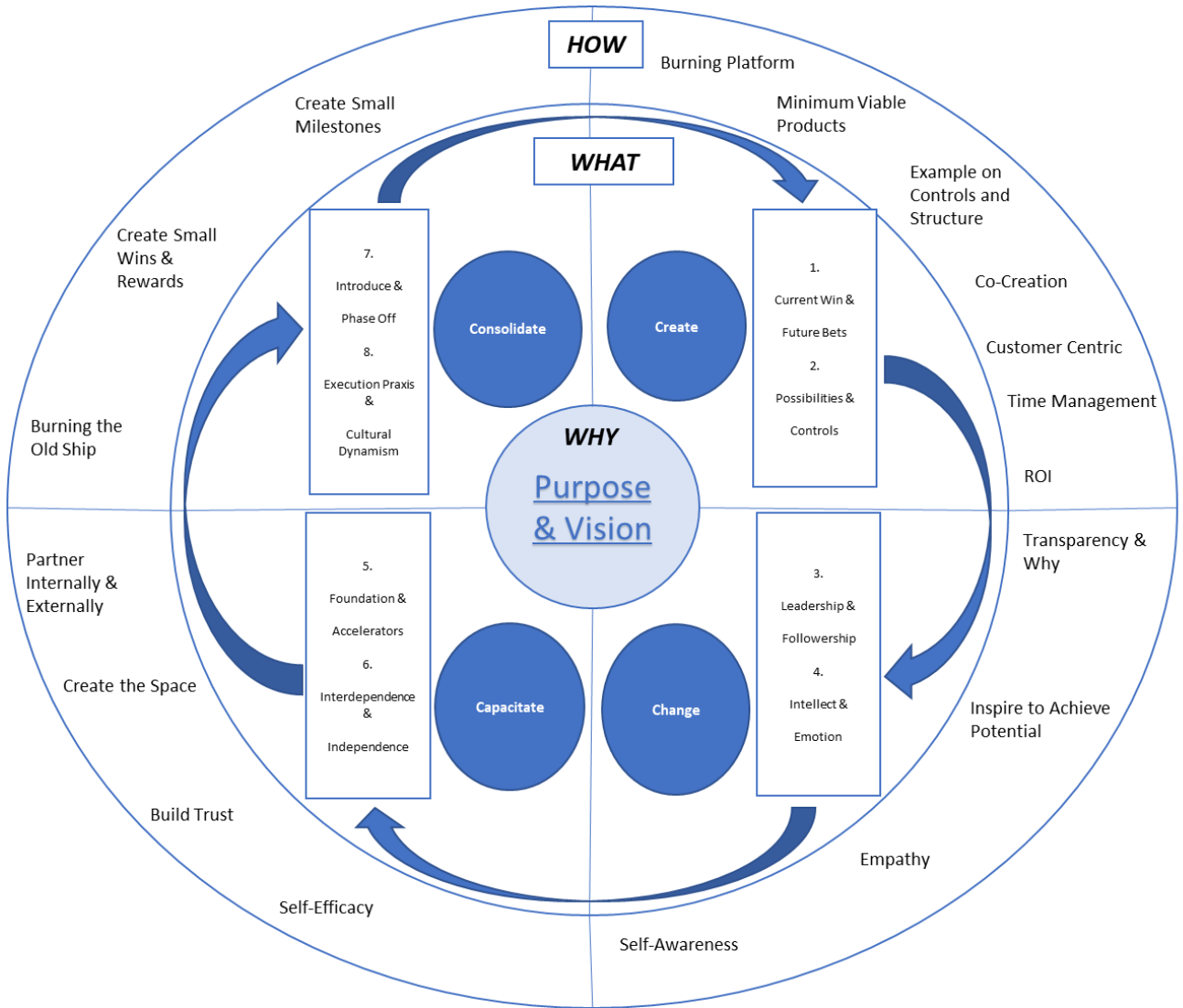
**Figure 11 : Overview on Consolidate Qaudrant Findings**



#### 6.6 Final Model: Paradoxical Leadership to enhance ambidexterity

The researcher analysed all the findings, create a single model which would incorporate all the mechanisms required by leaders to enhance ambidexterity. To include the concept of purpose, the researcher leveraged the concept of starting with why and how great leaders inspire action (Sinek, 2009). The Why, will be in the centre of the model where the findings around purpose and vision will be placed. The What, will be the quadrants and paradoxes from the innovation process and literature findings. The How, will be the mechanisms and tools leaders can use to engage and balance the paradoxes.

**Figure 12: Paradoxical Leadership Framework To Enhance Ambidexterity**



## CHAPTER 7: CONCLUSION

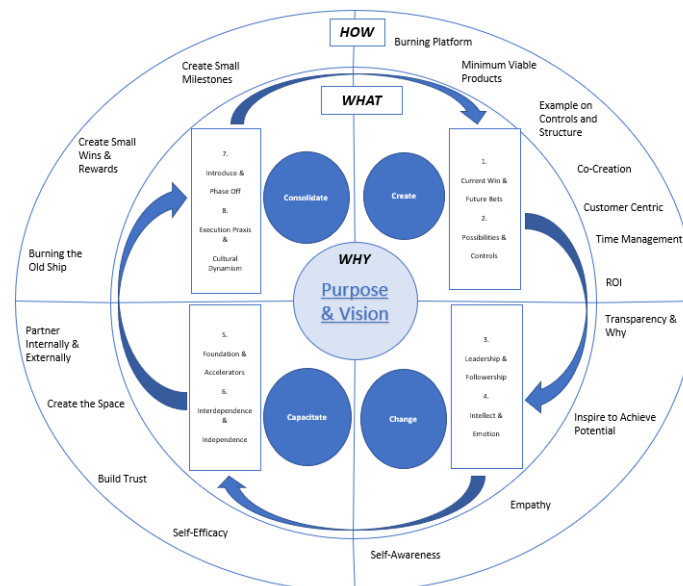
### 7.1 Introduction

The framework for paradoxical leadership, which is intended to enhance organisational ambedexterity will be shown and discussed. The framework summarises the findings from literature reviews and the research conducted. The findings are summarised from 12 in depth interviews with senior leaders in organisations, as discussed in chapter's 5 and 6. The leaders were chosen for their years of industry experience, including their experience in transformation and innovation.

The findings have been put into a framework which can be used as a toolkit for leaders, looking to balance different paradoxes along the journey of transformation and change.

### 7.2 Overview of the Model

Conclusions of the model will follow in this chapter.



### **7.3 Purpose & Vision**

Leaders need to create a purpose which is deeper, and speaks beyond the financial targets of the organisation. The purpose needs to be powerful, for it to trickle down to everyone within the organisation. Innovation and transformation needs to be interwoven with the purpose and vision, which will drive loyalty and high levels of engagement from the employees.

The concept of Massive Transformative Purpose, intends to capture the heart and mind, imaginations and ambitions of the people inside and outside the organisation (Ismail & Malone, 2014). People of the organisation will look to its leaders to understand where this journey of transformation is taking them and it will require a purpose.

### **7.4 Four Quadrants and Its paradoxes**

The four quadrants are grounded in literature from the innovation process. Participants agreed with the content and flow of the model. Besides purpose and vision, participants added one more key factor into how to view the model.

Viewing the model in an agile way, instead of linear flow. Participants believed that it is possible for leaders to shift between quadrants, as the business need requires. For example, a leader can start developing the capacity within an organisation while working on the idea generation phase, there one aligned on the idea, the speed to market and execution of idea can be improved.

## **7.5 How to Optimally Balance the paradoxes**

### **7.5.1 Balancing Paradoxes in Create Quadrant**

Looking at the innovation process, the create quadrant is mainly focused on idea generation and choosing an idea which will add value to the current business. A burning platform for change, allows an organisation to have a culture where the people have a mindset and culture, where they believe they are going to have to do something different if they want to remain relevant at an individual and at organisational level.

Leaders will also have to co-create the transformation. If leaders do not co-create the vision or transformation, it will become a strategy on a piece of paper. The co-creation does not only involve executive leadership, it needs to include management at least two levels below. The management below executive are the people which own the vision on behalf of the executives.

During the creation of the idea, the focus will need to be on the customers, and understanding the customers. Understand truly what the customer is trying to achieve in their lives, and how are the products available to them at the right time in their lives.

Minimum viable products can be used as a tactic which allows you to execute efficiently. These minimum viable products of that that will come online every single month, is a better approach and easier to manage risk around a big change.

Support structures are needed to guide the organization and leadership to make decision making faster. Controls should be created to support and grow the core

business. Leaders need to identify the difference between controls which hinder innovation, and the controls which make business easier to function while managing risk.

There needs to a balance between the execution of day to day job requirements and finding time to drive innovation. Leadership needs to drive this culture of balancing time, and putting focus on both day to day activities, and idea generation for the future.

Transformation needs to be value led. Innovation needs to fund the next round of innovation. Spending money for the sake of innovation or transformation will not be sustainable.

### **7.5.2 Balancing Paradoxes in Change Qaudrant**

The change quadrant is centered around how leaders will start driving the change within an organization and get buy in to implement the transformation successfully.

Leaders therefore need to create transparency around the transformation requirements and make it clear to organization where the company is heading. It is also important the employees understand why the transformation is taking place. Once this becomes clear to the employees, they will drive the change required for the business.

Leadership is required to build a culture where the employees feel safe. Once this is in place, the employees will generate ideas. Leadership must be inspirational during this process, and there will be times where some employees to do not respond. This when a leader will need to show them what the vision is and start executing certain parts of the vision with organisation to ignite the initial spark.

Participants spoke about examples where lack of understanding and empathy led to disengagement from the consumer and employees. Emotional intelligence will allow a leader to manage emotions and recognize the emotions of the individuals in the organization.

Self-awareness as a leader will lead to an improvement in the cognitive skills and will help guide behaviour which can drive positive emotions within the followers. Leadership behaviour can empower followers and encourage creativity

### **7.5.3 Balancing Paradoxes in Capacitate Qaudrant**

The capacititate quadrant ensures during the diffusion of the innovation, the organisation has sufficient capacity to absorb this change.

Bringing change to the system based on the model, the education to the organisation and sell to the organisation has already happened in change quadrant. Now the leadership must drive collaboration across functions and external suppliers to execute.

Creation of physical spaces and policies which act a mechanism to create capacity within individuals. Physical spaces for innovation are created to entice people to walk in to and want to work on innovation and idea generation. Policies like work from home, will help improve productivity and capacity within individuals.

Trust was vital factor to generate capacity. Trust can be generated by ensuring the firm has high capability and credibility of its employees. High levels of trust improve idea generation and the speed to market of these ideas

#### **7.5.4 Balancing Paradoxes in Consolidate Qaudrant**

During the diffusion of the innovation or transformation, the consolidate quadrant will put focus on how the change is embedded in the organisation, and becomes part of the day to day activities.

As a leader it is important to understand that you will not be able to add additional work and process on the organisation without creating the capacity. Capacity can also be generated by phasing out old operating systems and processes. Leaders will need to “burn the old ship” to ensure the innovation becomes the norm and part of the day to day operations.

Having milestones along the journey, will improve the management of the change to achieve the long-term vision for the change. It is tactical to manage the project and timelines, while rewarding people along the way to keep them engaged in the journey.

Analysis of the results show that this is a tactical approach to keep the organisation motivated and continue to fully implement the change. Small changes and small wins along the way will prepare the organisation for the final design.

## 7.6 Limitations of Research

Qualitative research is subjective and risk have been highlighted in chapter 4. Potential limitations have been identified as follows :

- The experience and opinions of the participants may be subject to contextual bias based on the context of their industry and past experiences.
- Purposive sampling used to select the participants in the sample set. This gives high reliance on the judgement of the researcher.
- The results collected are subject to bias based on the beliefs, opinions and experience of the researcher.
- The researcher had no recognised training or knowledge in interviewing methods which may have influenced the results.
- This study has relied on the researcher's judgement of how well the participants have balanced paradoxes to drive transformation.

## 7.7 Suggestions for Future Research

This research was intended to create a model for leaders to understand and balance paradoxes to enhance organisational ambidexterity. An explorative study conducted to determine new knowledge into the already existing literature and understand practically how leaders find optimal balance in paradoxes. Future studies may include :

- Future research can be done using a more gender balanced sample set. There were more males interviewed in the current sample.
- Future research could also be done using a quantitative method to test the validity of the themes created on how to balance paradoxes as a leader.
- Current research was conducted in a static view. Future research could use longitudinal studies exploring how leaders' ability to balance paradoxes change over time, based on experience and changing business environments.

## 7.8 Conclusion

The final model uses literature as a base, taking into account the innovation process and paradoxes which leaders will face when driving transformation and innovation in an organisation. The findings, have added value to the initial model by having a purpose and vision at the centre of the of all transformation.

Additional value was added by the findings, which indicates methods and tools on how leaders can engage the paradoxes to ensure the innovation requirements are successfully implemented. The methods and tools in the model are placed into their respective quadrants dealing with the specific paradoxes within the quadrants of the cycle.

For leaders, this model should be seen as toolkit or a guide when trying to understand how to deal with paradoxes during transformation.

## References

- Agrawal, A., Catalini, C., Goldfarb, A., & Luo, H. (2018). Slack time and innovation. *Organization Science*, 29(6), 1056-1073.
- Andriopoulos, C., & Lewis, M. W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization science*, 20(4), 696-717.
- Benner, M. J., & Tushman, M. L. (2015). Reflections on the 2013 Decade Award—"Exploitation, exploration, and process management: The productivity dilemma revisited" ten years later. *Academy of management review*, 40(4), 497-514.
- Beycioglu, K., Kondakci, Y., Jones, M., & Harris, A. (2014). Principals leading successful organisational change. *Journal of Organizational Change Management*.
- Birkinshaw, J., & Gupta, K. (2013). Clarifying the distinctive contribution of ambidexterity to the field of organization studies. *Academy of Management Perspectives*, 27(4), 287-298.
- Błaś, R. (2016). BUILDING TRUST AMONG THE CLIENTS OF CLOUD COMPUTING INDUSTRY. CASE STUDY OF TRELLO, INC. *Journal of Positive Management*, 7(2), 3-14.
- Bledow, R., Frese, M., Anderson, N., Erez, M., & Farr, J. (2009). A dialectic perspective on innovation: Conflicting demands, multiple pathways, and ambidexterity. *Industrial and Organizational Psychology*, 2(3), 305-337.
- Bodas Freitas, I. M., & Fontana, R. (2018). Formalized Problem-Solving Practices and the Effects of Collaboration with Suppliers on a Firm's Product Innovation Performance. *Journal of Product Innovation Management*, 35(4), 565-587.
- Boyatzis, R. E., Thiel, K., Rochford, K., & Black, A. (2017). Emotional and social intelligence competencies of incident team commanders fighting wildfires. *The Journal of Applied Behavioral Science*, 53(4), 498-516.
- Brozovic, D., Nordin, F., & Kindström, D. (2016). Service flexibility: conceptualizing value creation in service. *Journal of Service Theory and Practice*, 26(6), 868-888.
- Caniëls, M. C., Neghina, C., & Schaetsaert, N. (2017). Ambidexterity of employees: the role of empowerment and knowledge sharing. *Journal of Knowledge Management*, 21(5), 1098-1119.
- Cao, H., & Folan, P. (2012). Product life cycle: the evolution of a paradigm and literature review from 1950–2009. *Production Planning & Control*, 23(8), 641-662.
- Černe, M., Jaklič, M., & Škerlavaj, M. (2013). Authentic leadership, creativity, and innovation: A multilevel perspective. *Leadership*, 9(1), 63-85.
- Charbonnier-Voirin, A., El Akremi, A., & Vandenberghe, C. (2010). A multilevel model of transformational leadership and adaptive performance and the moderating role of climate for innovation. *Group & Organization Management*, 35(6), 699-726.
- Clarke, V., & Braun, V. (2013). Teaching thematic analysis: Overcoming challenges and developing strategies for effective learning. *The Psychologist*, 120-123

- Cunha, M. P. E., Fortes, A., Gomes, E., Rego, A., & Rodrigues, F. (2019). Ambidextrous leadership, paradox and contingency: evidence from Angola. *The International Journal of Human Resource Management*, 30(4), 702-727.
- Cunha, M. P. E., & Putnam, L. L. (2019). Paradox theory and the paradox of success. *Strategic organization*, 17(1), 95-106.
- Danneels, E. (2002), "The dynamics of product innovation and firm competences", *Strategic Management Journal*, Vol. 23 No. 12, pp. 1095-1121.
- Dawson, P. (2015). In search of freedom: The legacies of management innovations for the experience of work and employment. *Employment Relations Record*, 15(1), 4.
- De Clercq, D., Thongpapanl, N. and Dimov, D. (2014), "Contextual ambidexterity in SMEs: the roles of internal and external rivalry", *Small Business Economics*, Vol. 42 No. 1, pp. 191-205, available at: <http://doi.org.uplib.idm.oclc.org/10.1007/s11187-013-9471-2>
- Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of applied psychology*, 93(6), 1438.
- Es-Sajjade, A., & Wilkins, T. (2017). Design, Perception and Behavior in the Innovation Era: Revisiting the Concept of Interdependence. *Journal of Organization Design*, 6(1), 12.
- Farjoun, M. (2010). Beyond dualism: Stability and change as a duality. *Academy of Management Review*, 35(2), 202-225.
- Floyd, S.W. and Lane, P.J. (2000), "Strategizing throughout the organization: managing role conflict in strategic renewal", *Academy of Management Review*, Vol. 25 No. 1, pp. 154-177, available at: <http://doi.org.uplib.idm.oclc.org/10.5465/AMR.2000.2791608>
- Fuchs, C., Sting, F., Schlickel, M., & Alexy, O. (2019). The Ideator's Bias: How Identity-induced Self-efficacy Drives Overestimation in Employee-driven Process Innovation. *Academy of Management Journal*, (ja).
- Fuda, P., & Winn, B. A. (2017). Change champs and change chumps: a story of leaders, burning ambition, and alignment. *People & Strategy*, 40(2), 58-63.
- Gebert, D., Boerner, S., & Kearney, E. (2010). Fostering team innovation: Why is it important to combine opposing action strategies?. *Organization Science*, 21(3), 593-608.
- Ghosh, N. B., & Rajaram, G. (2015). Developing emotional intelligence for entrepreneurs: The role of entrepreneurship development programs. *South Asian Journal of Management*, 22(4), 85-100.
- Gibson, C. B., & Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *Academy of management Journal*, 47(2), 209-226.
- Gillen, N., & Cheshire, D. (2015). Innovation in fit-outs—are Generation Y and technology firms heralding a new trend?. *Journal of Property Investment & Finance*, 33(5), 465-473.

- Goćłowska, M. A., Aldhobaiban, N., Elliot, A. J., Murayama, K., Kobeisy, A., & Abdelaziz, A. (2017). Temperament and self-based correlates of cooperative, competitive and individualistic learning preferences. *International Journal of Psychology*, 52(3), 180-188
- Godart, O. N., Görg, H., & Hanley, A. (2017). Trust-based work time and innovation: Evidence from firm-level data. *ILR Review*, 70(4), 894-918
- Good, D., & Michel, E. J. (2013). Individual ambidexterity: Exploring and exploiting in dynamic contexts. *The Journal of psychology*, 147(5), 435-453.
- Govindarajan, V., & Trimble, C. (2010). *The other side of innovation: Solving the execution challenge*. Harvard Business Press.
- Guisado-González, M., González-Blanco, J., & Coca-Pérez, J. L. (2017). Analyzing the relationship between exploration, exploitation and organizational innovation. *Journal of Knowledge Management*, 21(5), 1142-1162.
- Gurbaxani, V., & Dunkle, D. (2019). Gearing Up For Successful Digital Transformation. *MIS Quarterly Executive*, 18(3).
- Gurd, B., & Helliard, C. (2017). Looking for leaders: 'Balancing' innovation, risk and management control systems. *The British Accounting Review*, 49(1), 91-102
- He, Z. L., & Wong, P. K. (2004). Exploration vs. exploitation: An empirical test of the ambidexterity hypothesis. *Organization science*, 15(4), 481-494.
- Hosseini, S., Kees, A., Manderscheid, J., Röglinger, M., & Rosemann, M. (2017). What does it take to implement open innovation? Towards an integrated capability framework. *Business Process Management Journal*, 23(1), 87-107.
- Humphreys, A. (2015). Really, really rapid prototyping: Flash builds and user-driven innovation at JSTOR Labs. *Information Services & Use*, 35(1-2), 71-75.
- Hunter, S. T., Cushenbery, L. D., & Jayne, B. (2017). Why dual leaders will drive innovation: Resolving the exploration and exploitation dilemma with a conservation of resources solution. *Journal of Organizational Behavior*, 38(8), 1183-1195.
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41.
- Järventie-Thesleff, R., Moisander, J., & Villi, M. (2014). The strategic challenge of continuous change in multi-platform media organizations—A strategy-as-practice perspective. *International Journal on Media Management*, 16(3-4), 123-138.
- Jensen, U. T., Andersen, L. B., Bro, L. L., Bøllingtoft, A., Eriksen, T. L. M., Holten, A. L., & Westergård-Nielsen, N. (2019). Conceptualizing and measuring transformational and transactional leadership. *Administration & Society*, 51(1), 3-33
- Junni, P., Sarala, R. M., Taras, V., & Tarba, S. Y. (2013). Organizational ambidexterity and performance: A meta-analysis. *Academy of Management Perspectives*, 27(4), 299-312.

- Kane, G. C., Phillips, A. N., Copulsky, J., & Andrus, G. (2019). How Digital Leadership Is (n't) Different. *MIT Sloan Management Review*, 60(3), 34-39.
- Kao, Y. L., & Chen, C. F. (2016). Antecedents, consequences and moderators of ambidextrous behaviours among frontline employees. *Management Decision*, 54(8), 1846-1860.
- Katic, M., & Agarwal, R. (2018). The Flexibility paradox: Achieving ambidexterity in high-variety, low-volume manufacturing. *Global Journal of Flexible Systems Management*, 19(1), 69-86.
- Kaupilla, O. P., & Tempelaar, M. P. (2016). The social-cognitive underpinnings of employees' ambidextrous behaviour and the supportive role of group managers' leadership. *Journal of Management Studies*, 53(6), 1019-1044.
- Kozakowska-Kedzierska, M. (2018). THE CONCEPT OF ORGANIZATIONAL AMBIDEXTERITY AS AN EXAMPLE OF PARADOXICAL STRATEGY. *Economic and Social Development: Book of Proceedings*, 241-249.
- K. Smith, W., Erez, M., Jarvenpaa, S., Lewis, M. W., & Tracey, P. (2017). Adding complexity to theories of paradox, tensions, and dualities of innovation and change: Introduction to organization studies special issue on paradox, tensions, and dualities of innovation and change.
- Kupp, M., Marval, M., & Borchers, P. (2017). Corporate accelerators: fostering innovation while bringing together startups and large firms. *Journal of Business Strategy*, 38(6), 47-53.
- Lavie, D., Stettner, U., & Tushman, M. L. (2010). Exploration and exploitation within and across organizations. *The Academy of Management Annals*, 4(1), 109-155.
- Leavy, B. (2017). Customer-centered innovation: improving the odds for success. *Strategy & Leadership*, 45(2), 3-11.
- Lee, H. J., & Reade, C. (2018). The role of Yin-Yang leadership and cosmopolitan followership in fostering employee commitment in China: a paradox perspective. *Cross Cultural & Strategic Management*, 25(2), 276-298.
- Lewis, M. W., Andriopoulos, C., & Smith, W. K. (2014). Paradoxical leadership to enable strategic agility. *California Management Review*, 56(3), 58-77.
- Lew, Y. K., Kim, J., & Khan, Z. (2019). Technological adaptation to a platform and dependence: value co-creation through partnerships. *Asian Journal of Technology Innovation*, 27(1), 71-89.
- Likar, B., Cankar, F., & Zupan, B. (2015). Educational model for promoting creativity and innovation in primary schools. *Systems research and behavioral science*, 32(2), 205-213.
- Li, Y., Vanhaverbeke, W., & Schoenmakers, W. (2008). Exploration and exploitation in innovation: Reframing the interpretation. *Creativity and innovation management*, 17(2), 107-126.
- Maijanen, P., & Jantunen, A. (2014). Centripetal and centrifugal forces of strategic renewal: The case of the Finnish broadcasting company. *International Journal on Media Management*, 16(3-4), 139-159.
- Maijanen, P., & Virta, S. (2017). Managing exploration and exploitation in a media organisation—A capability-based approach to ambidexterity. *Journal of Media Business Studies*, 14(2), 146-165.

- Malik, A., Boyle, B., & Mitchell, R. (2017). Contextual ambidexterity and innovation in healthcare in India: the role of HRM. *Personnel Review*, 46(7), 1358-1380.
- Manz, C. C., Skaggs, B. C., Pearce, C. L., & Wassenaar, C. L. (2015). Serving one another: are shared and self-leadership the keys to service sustainability?. *Journal of Organizational Behavior*, 36(4), 607-612.
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization science*, 2(1), 71-87.
- Mariana, U. Creativity, creations and innovations in the management of small and medium-sized business.
- Mayer, C. (2016). Sustaining Innovation in the Midst of Success. *Journal of Leadership Studies*, 10(1), 73-75.
- Miron-Spektor, E., Gino, F., & Argote, L. (2011). Paradoxical frames and creative sparks: Enhancing individual creativity through conflict and integration. *Organizational Behavior and Human Decision Processes*, 116(2), 229-240
- Mom, T. J., Fourné, S. P., & Jansen, J. J. (2015). Managers' work experience, ambidexterity, and performance: The contingency role of the work context. *Human Resource Management*, 54(S1), s133-s153.
- Mom, T. J., Van Den Bosch, F. A., & Volberda, H. W. (2009). Understanding variation in managers' ambidexterity: Investigating direct and interaction effects of formal structural and personal coordination mechanisms. *Organization Science*, 20(4), 812-828.
- Morton, G. (2018). Book Highlight—Purpose-driven creativity at Stryker. *Global Business and Organizational Excellence*, 37(3), 60-66.
- Moussa, M., McMurray, A., & Muenjohn, N. (2018). A conceptual framework of the factors influencing innovation in public sector organizations. *The Journal of Developing Areas*, 52(3), 231-240.
- Mumford, M. D., & Licuanan, B. (2004). Leading for innovation: Conclusions, issues, and directions. *The leadership quarterly*, 15(1), 163-171.
- Muslichah, M. (2018). The effect of self efficacy and information quality on behavioral intention with perceived usefulness as intervening variable. *JABM Journal of Accounting-Business & Management*, 1(25), 21-34.
- Natarajan, G. (2016). Putting Vision Into Action Through a Triple Bottom Line Approach at Zensar Technologies. *Global Business and Organizational Excellence*, 35(6), 36-42.
- Neilimo, K., Kuusela, H., Närvänen, E., & Saarijärvi, H. (2015). S Group's vision for strategic transformation: "Your Own Store". *Strategy & Leadership*, 43(4), 47-53.
- Neil, R., Wagstaff, C. R., Weller, E., & Lewis, R. (2016). Leader behaviour, emotional intelligence, and team performance at a UK government executive agency during organizational change. *Journal of Change Management*, 16(2), 97-122.

Nemanich, L. and Vera, D. (2009), "Transformational leadership and ambidexterity in the context of an acquisition", *Leadership Quarterly*, Vol. 20 No. 1, pp. 19-33.

Nosella, A., Cantarello, S., & Filippini, R. (2012). The intellectual structure of organizational ambidexterity: A bibliographic investigation into the state of the art. *Strategic Organization*, 10(4), 450-465.

O'Reilly III, C. A., & Tushman, M. L. (2011). Organizational ambidexterity in action: How managers explore and exploit. *California management review*, 53(4), 5-22.

O'Reilly III, C. A., & Tushman, M. L. (2016). *Lead and disrupt: How to solve the innovator's dilemma*. Stanford University Press.

Ouyang, Z., Zheng, H., Xiao, Y., Polasky, S., Liu, J., Xu, W., ... & Jiang, L. (2016). Improvements in ecosystem services from investments in natural capital. *Science*, 352(6292), 1455-1459.

Pangarkar, N. (2019). Illinois Tool Works: Making a big impact with small-wins strategy. *Global Business and Organizational Excellence*, 38(3), 18-25.

Papachroni, A., Heracleous, L., & Paroutis, S. (2015). Organizational ambidexterity through the lens of paradox theory: Building a novel research agenda. *The Journal of Applied Behavioral Science*, 51(1), 71-93.

Papachroni, A., Heracleous, L., & Paroutis, S. (2016). In pursuit of ambidexterity: Managerial reactions to innovation–efficiency tensions. *human relations*, 69(9), 1791-1822.

Popadiuk, S., & Bido, D. D. S. (2016). Exploration, exploitation, and organizational coordination mechanisms. *Revista de Administração Contemporânea*, 20(2), 238-260.

Raisch, S., & Birkinshaw, J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of management*, 34(3), 375-409

Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational ambidexterity: Balancing exploitation and exploration for sustained performance. *Organization science*, 20(4), 685-695.

Rao-Nicholson, R., Khan, Z., Akhtar, P., & Merchant, H. (2016). The impact of leadership on organizational ambidexterity and employee psychological safety in the global acquisitions of emerging market multinationals. *The International Journal of Human Resource Management*, 27(20), 2461-2487.

Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. *The leadership quarterly*, 22(5), 956-974.

Rosing, K., & Zacher, H. (2017). Individual ambidexterity: the duality of exploration and exploitation and its relationship with innovative performance. *European journal of work and organizational psychology*, 26(5), 694-709.

Rydén, P., & El Sawy, O. A. (2019). How Managers Perceive Real-Time Management: Thinking Fast & Flow. *California Management Review*, 61(2), 155-177.

Saunders, M., & Lewis, P. (2012). *Doing research in business & management: An essential guide to planning your project.* . Pearson

Schad, J., Lewis, M. W., Raisch, S., & Smith, W. K. (2016). Paradox research in management science: Looking back to move forward. *The Academy of Management Annals*, 10(1), 5-64.

Scheepers, C. and Storm, C. (2019), "Authentic leadership's influence on ambidexterity with mediators in the South African context", *European Business Review*, Vol. 31 No. 3, pp. 352-378. <https://doi-org.uplib.idm.oclc.org/10.1108/EBR-11-2017-0207>

Schneider, H. (2017). *Creative destruction and the sharing economy: Uber as disruptive innovation.* Edward Elgar Publishing.

Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and Measuring Servant Leadership Behavior in Organizations. *Journal of Management* (45: 2). C. 402-420.

Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action.* Penguin.

Singhal, T. K., & Yerpude, S. (2018). Impact of Social Media Expressions on Co-creation of Innovation. *Amity Business Review*, 19(1)

Sinha, S. (2015). The exploration–exploitation dilemma: a review in the context of managing growth of new ventures. *Vikalpa*, 40(3), 313-323

Smith, W. K., & Tushman, M. L. (2005). Managing strategic contradictions: A top management model for managing innovation streams. *Organization science*, 16(5), 522-536.

Stringham, E. P., Miller, J. K., & Clark, J. R. (2015). Overcoming barriers to entry in an established industry: Tesla Motors. *California Management Review*, 57(4), 85-103.

Su, Y. S., Zheng, Z. X., & Chen, J. (2018). A multi-platform collaboration innovation ecosystem: the case of China. *Management Decision*, 56(1), 125-142.

Taghizadeh, S. K., Jayaraman, K., Ismail, I., & Rahman, S. A. (2016). Scale development and validation for DART model of value co-creation process on innovation strategy. *Journal of Business & Industrial Marketing*, 31(1), 24-35.

Turner, N., Maylor, H., & Swart, J. (2015). Ambidexterity in projects: An intellectual capital perspective. *International Journal of Project Management*, 33(1), 177-188.

Turner, N., Swart, J., & Maylor, H. (2013). Mechanisms for managing ambidexterity: A review and research agenda. *International Journal of Management Reviews*, 15(3), 317-332.

Underdahl, L. (2016). Stealth leadership influences the culture of innovation. *Journal of Leadership Studies*, 10(1), 70-72.

- Venugopal, A., Krishnan, T. N., & Kumar, M. (2018). Identifying the focal role of top management paradoxical cognition in ambidextrous firms. *Management Decision*.
- Vetterli, C., Uebernickel, F., Brenner, W., Petrie, C., & Stermann, D. (2016). How Deutsche Bank's IT Division Used Design Thinking to Achieve Customer Proximity. *MIS Quarterly Executive*, 15(1).
- Wagner, R., Abdelkafi, N., & Blecker, T. (2017). Exploration of the product phase-out process in manufacturing firms: A human factor perspective. *Business Process Management Journal*, 23(5), 1000-1017.
- Wang, C. L., & Rafiq, M. (2014). Ambidextrous organizational culture, Contextual ambidexterity and new product innovation: a comparative study of UK and Chinese high-tech Firms. *British Journal of management*, 25(1), 58-76.
- Wilson, T. D., & Gilbert, D. T. (2005). Affective forecasting: Knowing what to want. *Current directions in psychological science*, 14(3), 131-134.
- Xue, X., Zhang, X., Wang, L., Skitmore, M., & Wang, Q. (2018). Analyzing collaborative relationships among industrialized construction technology innovation organizations: A combined SNA and SEM approach. *Journal of Cleaner Production*, 173, 265-277.
- Yang, X. (2016). The Impact of Corporate Emotional Intelligence on Innovation: Observations from China. *Global Business and Organizational Excellence*, 36(1), 87-97
- Zhang, S. J., Chen, Y. Q., & Sun, H. (2015). Emotional intelligence, conflict management styles, and innovation performance: An empirical study of Chinese employees. *International Journal of Conflict Management*, 26(4), 450-478.
- Zhong, R. I. (2018). Transparency and firm innovation. *Journal of Accounting and Economics*, 66(1), 67-93.
- Zizlavsky, O. (2016). INNOVATION SCORECARD: CONCEPTUAL FRAMEWORK OF INNOVATION MANAGEMENT CONTROL SYSTEM. *Journal of Global Business & Technology*, 12(2).

## Appendices

### APPENDIX 1: Consistency Matrix

Research Question #	Interview Questions	Literature Review	Analysis
1	Do you agree with content of quadrant?	(Scheepers & Storm, 2019), (Gurbaxani & Dunkle, 2019), (Lewis, Andriopolous, & Smith, 2014),( O'reilly & Tushman, 2013) , (Papachroni, Heracleous & Paroutis,2015), (Venugopal, Krishnan & Kumar 2018)	Frequency Analysis
2	How would you balance the paradoxes in the quadrant?	(Bedford, 2015),(Collins & Hansen, 2012), (Zhang, Chen & Sun, 2015), (Ghosh & Rajaram, 2015), (Neil, Wagstaff, Weller & Lewis, 2016), (Kane, Phillips, Copulsky & Andrus, 2019), (Gocłowska, Aldhobaiban, Elliot, Murayama, Kobeisy & Abdelaziz, 2017 ), (Mayer, 2016), (Wagner, Abdelkafi& Blecker, 2017)	Thematic Content analysis and Frequency Analysis
3	Do you believe there are additional paradoxes which are more relevant?	(Cunha,Fortes, Gomes, Rego & Rodrigues, 2019), (Rao-Nicholson, Khan, Akhtar & Merchant, 2016), . (Smith, Erez, Jarvenpaa, Lewis &Tracey,2017 ), (Caniëls, Neghina& Schaetsaert, 2017)	Thematic Content analysis and Frequency Analysis
4	Do you agree with the flow of the model?	(Taghizadeh, Jayaraman ,Ismail& Rahman, 2016), (Hansen & Birkinshaw, 2007)	Frequency Analysis and Thematic analysis on additional feedback on model

**APPENDIX 2: Interview Guide**

Participant info:

Questions		Responses
Years of working experience		
Management level	<ol style="list-style-type: none"> <li>1. Executive and senior</li> <li>2. Middle</li> <li>3. Junior</li> </ol>	
Gender	<ol style="list-style-type: none"> <li>4. Female</li> <li>5. Male</li> </ol>	
Ethnicity	<ol style="list-style-type: none"> <li>1. White</li> <li>2. Black</li> <li>3. Asian</li> <li>4. Others</li> </ol>	
Job	<ol style="list-style-type: none"> <li>1. Operations and support</li> <li>2. Sales and marketing</li> <li>3. Finance</li> <li>4. Strategy</li> <li>5. Legal</li> <li>6. Other areas</li> </ol>	



**A. Create Quadrant**

1. Do you agree with the content and objective of the quadrant? Why do you agree or disagree?

<i>Details</i>	<i>Agree</i>	<i>Why?</i>
Quadrant	Y/N	
Paradox 1	Y/N	
Paradox 2	Y/N	

2. How would you balance the paradoxes in practice?(How do you make it work).

3. Do you believe there are other paradoxes which are relevant or more relevant for the quadrant?



**B. Change Quadrant**

4. Do you agree with the content and objective of the quadrant? Why do you agree or disagree?

<i>Details</i>	<i>Agree</i>	<i>Why?</i>
Quadrant	Y/N	
Paradox 1	Y/N	
Paradox 2	Y/N	

5. How would you balance the paradoxes in practice?

6. Do you believe there are other paradoxes which are relevant or more relevant for the quadrant?



**C. Capacitate Quadrant**

7. Do you agree with the content and objective of the quadrant? Why do you agree or disagree?

<i>Details</i>	<i>Agree</i>	<i>Why?</i>
Quadrant	Y/N	
Paradox 1	Y/N	
Paradox 2	Y/N	

8. How would you balance the paradoxes in practice?

9. Do you believe there are other paradoxes which are relevant or more relevant for the quadrant?



<b>D. Consolidate Quadrant</b>														
10. Do you agree with the content and objective of the quadrant? Why do you agree or disagree?														
<table border="1"><thead><tr><th><i>Details</i></th><th><i>Agree</i></th><th><i>Why?</i></th></tr></thead><tbody><tr><td>Quadrant</td><td>Y/N</td><td></td></tr><tr><td>Paradox 1</td><td>Y/N</td><td></td></tr><tr><td>Paradox 2</td><td>Y/N</td><td></td></tr></tbody></table>			<i>Details</i>	<i>Agree</i>	<i>Why?</i>	Quadrant	Y/N		Paradox 1	Y/N		Paradox 2	Y/N	
<i>Details</i>	<i>Agree</i>	<i>Why?</i>												
Quadrant	Y/N													
Paradox 1	Y/N													
Paradox 2	Y/N													
11. How would you balance the paradoxes in practice?														
12. Do you believe there are other paradoxes which are relevant or more relevant for the quadrant?														

**E. Flow of Model**

13. Do you agree with the flow of the Model? Why do you agree or disagree?

### ***APPENDIX 3: Definition Sheet***

#### **Scope:**

For an organization to sustain itself over the long term, it needs to be ambidextrous. The organization needs to explore and deliver transformational types of interventions successfully, while exploiting the current business processes and capabilities. Please provide your views on the following questions list in page 2 to 5.

**Exploration** → Exploration has to do with your personal activities experimenting and searching for new innovative ways of doing business.

- It involves risk taking, variance, diversification and change
- It is also used to refer to building new competencies or from an innovation perspective to radical, disruptive innovation (fundamental changes leading to new products or business concepts to meet emergent customer needs).

**Exploitation** → Exploitation has to do with your personal activities doing the same thing but more efficiently through existing routines and refinement.

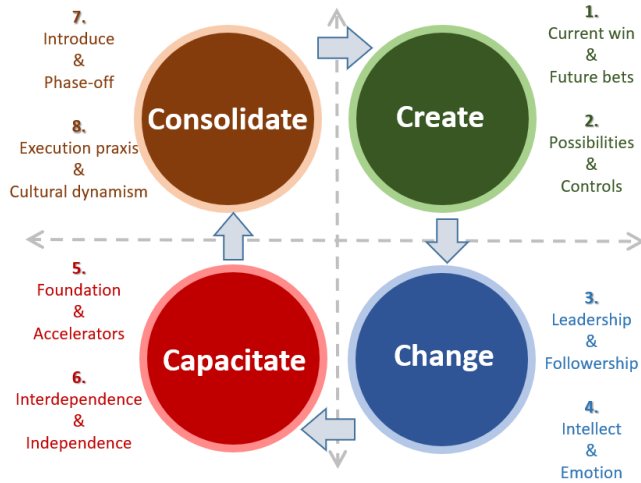
- It is also used to refer to focusing on existing competencies or from an innovation perspective to incremental innovation (minor adaptations of existing products and business concepts to meet existing customer needs).

**A paradox** → defined as contradictory yet interrelated elements which exist simultaneously and persevere over time. These elements seem logical when considered in separation, but seem illogical, unreliable when compared.

- The eastern literature has suggested that opposites can co-exist harmoniously as “both-and”, rather than “either-or”. The approach is to embrace the paradoxes, and leaders should embrace a “both-and” strategy over time.



**Paradoxical Leadership Model (Prelim):**



## ***APPENDIX 4: Interview Consent Letter***

### **Consent Letter**

#### **Paradoxical Leadership Framework Enhancing Organisational Ambidexterity**

I am conducting research on how leaders manage paradoxes to enhance the organisation and team's capability to explore and exploit. The balance between exploration and exploitation will allow organisations to be transformative and sustain itself in the long term.

I am trying to test the validity of a proposed model which has been created by using empirical data around organisational ambidexterity and paradox theory within current literature.

Exploitation involves improving efficiencies and developing knowledge through existing processes and modification. It is also used to refer to focusing on the existing capabilities or from an innovation perspective to incremental innovation (slight adaptations of current products and business concepts to meet current customer needs).

Exploration encompasses generating information through experimenting and searching for new innovative ways of doing business. It involves risk taking and change. It is also used to refer to broadening or change new competencies or from an innovation perspective to radical, disruptive innovation (fundamental changes leading to new products or business concepts to meet developing customer needs).

Your personal experience and opinions on tensions and trade-offs between exploitation (efficiency) and exploration (innovation) and using your experience to validate the flow and contents of the proposed model for paradoxical leadership will be the basis of this interview.

Expected interview length is 60 minutes and your participation is voluntary.

You have the option to withdraw at any time without penalty. All data will be aggregated, conveyed anonymously, ensuring confidentiality.

If you have any apprehensions, please contact me or my supervisor, details provided below.

**Researcher:** Dhaval Patel

Email: [18309586@mygibs.co.za](mailto:18309586@mygibs.co.za) ; Tel: 076 589 7459

**Research supervisor:** Jeff Y Chen

Email: [chenj@gibs.co.za](mailto:chenj@gibs.co.za); Tel: 072 222 7119

Signature of participant:

Date:

Title of Participant:

Signature of researcher:

Date:



## APPENDIX 5: Ethics Clearance

# Gordon Institute of Business Science

University  
of Pretoria

11 July 2019

Patel Dhaval

Dear Dhaval

*Please be advised that your application for Ethical Clearance has been approved.*

*You are therefore allowed to continue collecting your data.*

*Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained*

*We wish you everything of the best for the rest of the project.*

*Kind Regards*

GIBS MBA Research Ethical Clearance Committee



**APPENDIX 7: Final Model**

