

Building Ambidextrous Organizations for Sustainable Growth

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Abstract—*The broad predicament confronting managers and organizations is that in the short run they must constantly imbibe the world of evolutionary changes to increase the fit of strategy, structure and culture while in the long run, managers may be required to destroy or disrupt the very fit that has made their organizations successful. The immediate translation of these phenomena for managers would mean continuously shifting between periods characterized by relative stability and incremental innovation, and part of there time grappling with revolutionary changes. These contrasting managerial demands are not easy to handle as it requires that managers periodically destroy what has been created in order to recreate or rebuild a new organization through renewal. This explains why managers need to be ambidextrous and should pursue both exploitation and exploration at the same time.*

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