



CLUB
EXCELENCIA
EN **GESTIÓN**

“El reto de la ambidestreza organizativa, o cómo gestionar simultáneamente el funcionamiento y la transformación”.

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VUCA

Volátil
U-Incierto
Complejo
Ambiguo

BANI

B-frágil
Ansiedad
No lineal
Incomprensible



“Hard Systems, Soft Foundations”: How Human Resource Management and Intellectual Capital enable ambidexterity. An analysis based on the EFQM Model

A

Entorno ULTRA VUCA

Qué implicaciones tiene en las organizaciones en clave de su sostenibilidad

B

Ambidestreza como respuesta

Balancear y simultanear la explotación y la exploración

C

Impacto desde la Gestión de Personas

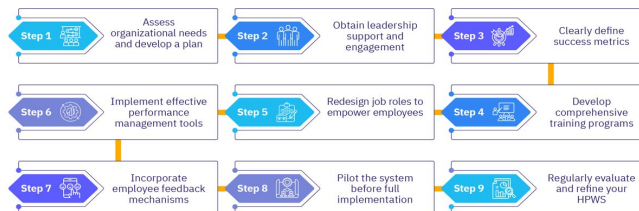
Cómo desde la gestión de Recursos Humanos se pueden desarrollar capacidades organizativas.

D

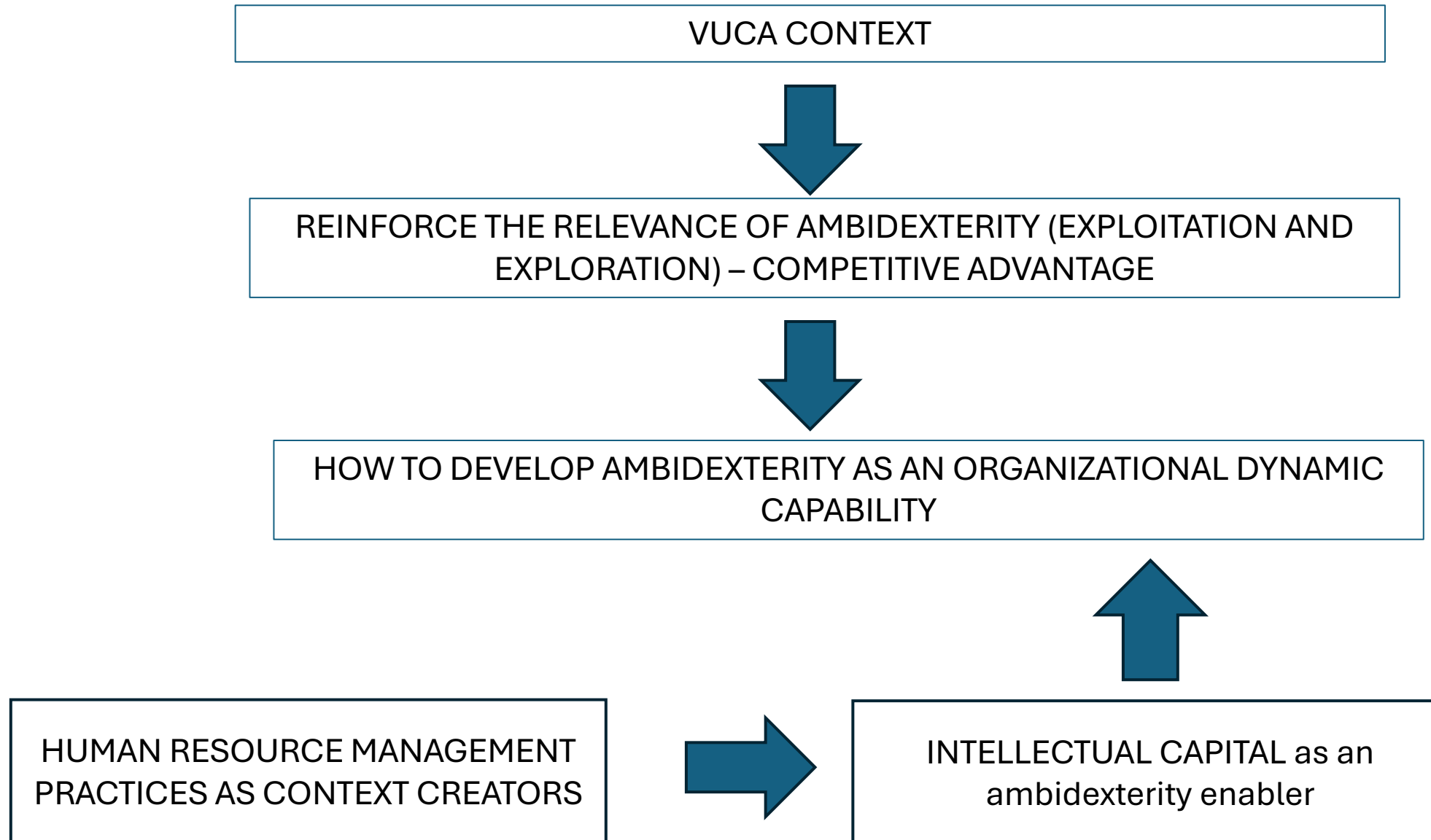
Valor del Capital Intelectual

Talento, formas de trabajo y sistemas de gestión y cultura y Calidad de las relaciones

Building A High Performance Work System: 9 Steps for HR



Theoretical architecture and practical relevance of this DBA thesis





**“Data Set”:
Modelo EFQM y
las
organizaciones
que lo siguen**



¿Cómo he
llegado hasta
aquí?



EL CONTEXTO CAMBIA... Y LO HACE CADA VEZ DE FORMA MÁS RÁPIDA Y MÁS DISRUPTIVA

VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY

BRITTLE – FRAGIL
ANXIOUS
NON LINEAL
INCOMPREENSIBLE



IMPACTO DE LA
FUNCIÓN DE
RECURSOS
HUMANOS:
¿Qué camino
queremos tomar
como función?



¿Cómo ser una empresa más ágil y adaptativa?



La startup catalana Colvin despide al 50% de su plantilla y activa un plan de ajuste

La empresa especializada en la venta de flores funcionará con menos de 20 empleados, buscando alcanzar la rentabilidad en un plazo de 2 años.



21 de abril de 2025



POR NOELIA FRAGUELA

Content Manager de Marketing4ecommerce

“Pero... El funcionamiento, la eficiencia, la productividad y la capacidad de generar resultados hoy es también necesaria y clave para la sostenibilidad”

Bajo su liderazgo, Claret ha impulsado el **plan New Colvin**, que representa un giro total en la estrategia de la compañía y tiene como objetivos principales:

- **Recorte de plantilla y costes fijos** para adecuar el gasto al nivel actual de ingresos.
- **Abandono definitivo del segmento B2B** y de los proyectos paralelos no rentables.
- **Repliegue geográfico** a los mercados más estables: España y Portugal.
- Optimización operativa y logística con foco en **eficiencia y automatización**.
- Alcanzar la **autosuficiencia financiera en 24 meses**.



AMBIDEXTERITY OR AMBIDEXTROUS ORGANIZATION



a. Definition of ambidexterity

- i. Ambidexterity as an **academic construction**. Managers do not use the term.
- ii. Ambidexterity as a **managerial capability**. It does not refer to managerial activity but to capability.
- iii. **Balance and simultaneous** pursuit of exploration and exploitation (paradox management).
- iv. To balance the requirements of exploitation and exploration and **manage both effectively**.
- v. Ambidexterity is the ability to use and **refine existing knowledge (exploitation)** while **creating new knowledge** to overcome deficiencies or absences identified in the execution of the work (exploration). Turner et al.
- vi. A phenomenon that **can be applied to different levels**: a multilevel construct. Firm level, business unit level, team level, and individual level.
- vii. Types of ambidexterity: **structural, temporal and contextual ambidexterity**.
- viii. Exploitation vs. exploration: terms that define ambidexterity
 1. **Exploration** includes things captured by terms as search, variation, **risk taking**, experimentation, play, flexibility, discovery, innovation...
 2. **Exploitation** includes such things as refinement, choice, production, efficiency, selection, implementation, execution...
 3. Exploration requires significant investments with uncertain payoffs. Exploitation focuses on incremental change to create value through existing competencies, thus posing less risk to the organisation.

Bajado a la gestión...

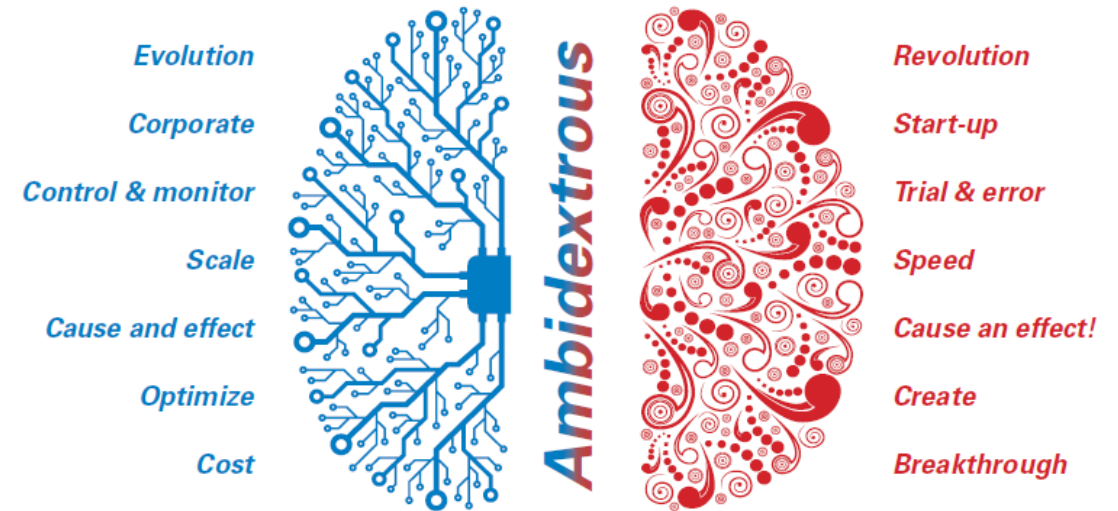


Figure 1: **Ambidextrous as a new paradigm of organizational success**
(Source: Arthur D. Little)

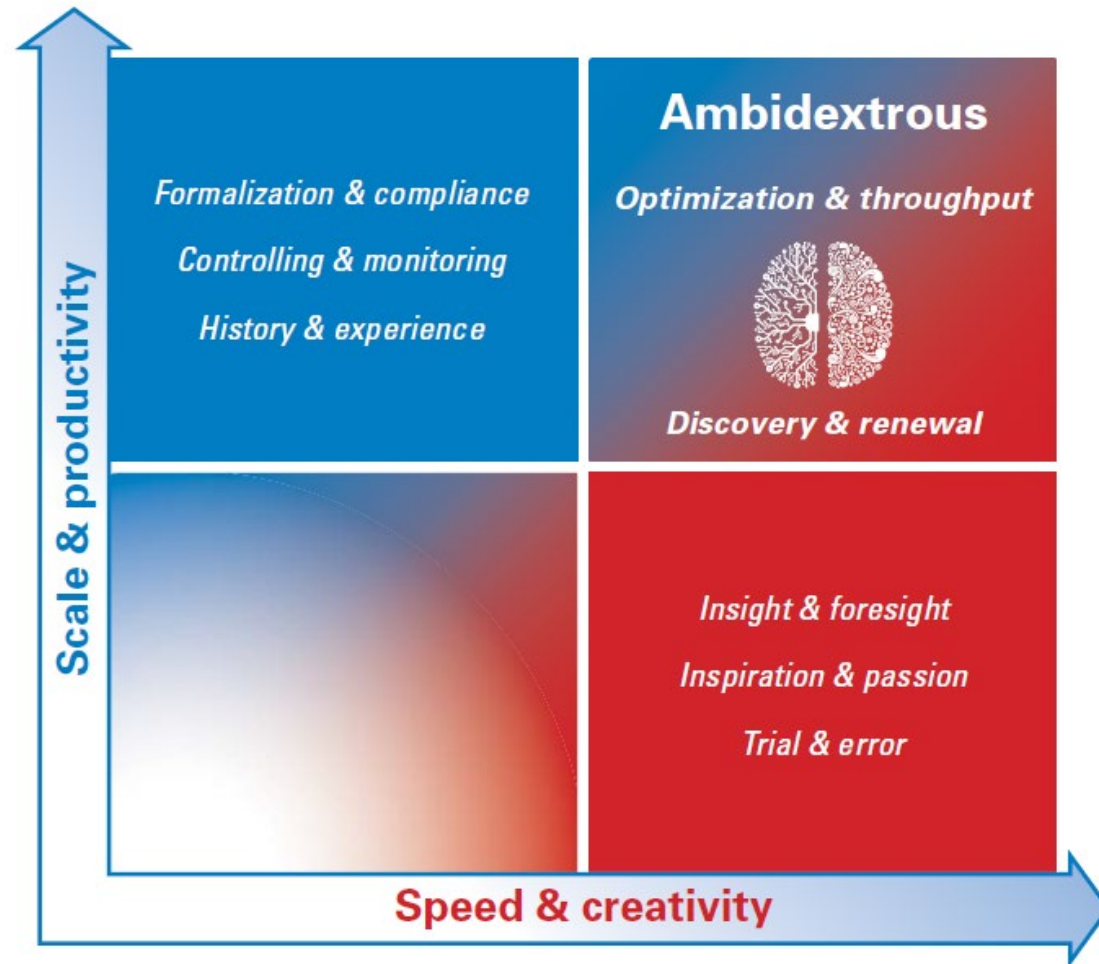


Figure 2: **Ambidextrous organization framework**

(Source: Arthur D. Little)

An ambidextrous organization effectively balances the exploitation of existing products and processes with the exploration of new opportunities and innovations. This dual capability enables organizations to maintain efficiency while adapting to changing markets and technologies. Notable examples of ambidextrous organizations include:

****1. Amazon****

Amazon exemplifies organizational ambidexterity by combining highly efficient logistics operations with continuous innovation. The company invests heavily in research and development of new technologies, such as artificial intelligence and machine learning, while optimizing its core business processes. This approach enables Amazon to offer fast delivery times and innovative products like Alexa and the Echo device portfolio. [\[cite?turn0search7??\]](#)

****2. Google****

Google fosters ambidexterity through its policy of allocating 20% of employees' working time to personal projects. This strategy has led to the development of successful products such as Google News, Google Maps, and Gmail. By encouraging entrepreneurial thinking and exploration beyond daily tasks, Google continuously innovates while enhancing existing offerings. [\[cite?turn0search7??\]](#)

****3. 3M****

3M maintains a dedicated research and development unit focusing on both exploration and exploitation. This unit is responsible for exploring new growth opportunities and technologies to maintain the company's competitive edge. Simultaneously, existing business units optimize current products and processes, allowing 3M to balance innovation with efficiency. [\[cite?turn0search0??\]](#)

****4. Procter & Gamble (P&G)****

P&G employs an ambidextrous approach by establishing separate units for exploration and exploitation. The exploration unit focuses on developing new products and services, while existing business units enhance current offerings. This structure enables P&G to innovate continuously while maintaining operational efficiency. [\[cite?turn0search0??\]](#)

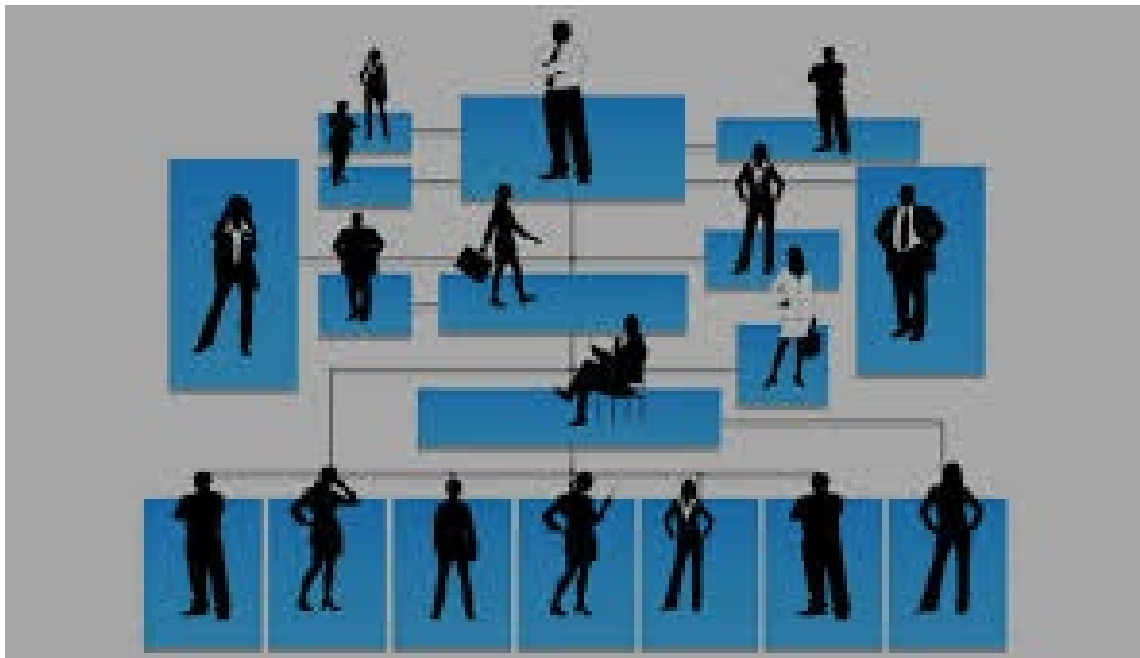
****5. Toyota****

Toyota's culture of continuous improvement, known as 'kaizen,' promotes both innovation and increased efficiency through constant, incremental enhancements. Employees are encouraged to seek challenges and find creative solutions, helping Toyota remain a leader in the automotive industry by developing new technologies and efficient processes. [\[cite?turn0search7??\]](#)

These examples illustrate how organizations can successfully implement ambidextrous strategies to foster innovation while optimizing existing operations. [\[?\]](#)


2 GRANDES ESCUELAS HACIA EL DESARROLLO DE UNA ORGANIZACIÓN AMBIDIESTRA

LA RUTA DESDE LA
ORGANIZACIÓN Y EL TMT (TOP
MANAGEMENT TEAM)



LA RUTA DESDE LA CULTURA Y LA
CREACIÓN DE LAS
“CONDICIONES” APROPIADAS:
“THE SMELL OF THE PLACE”





Ambidexterity and firm performance and long-term results. What does the evidence show?

Ambidexterity has been shown to be positively associated with:

- Sales growth
- Subjective ratings of performance
- Innovation
- Market valuation
- And firm survival

Environmental uncertainty and value of ambidexterity: More valuable when:

- Under conditions of environmental uncertainty.
- With increased competitiveness
- When a firm has more resources
- And for larger firms.

In uncertain environments, organisational ambidexterity appears to be positively associated with increased firm innovation, better financial performance, and higher survival rates.



¡VALE! ¡YA ME HAS
CONVENCIDO! PERO,
¿CÓMO DESARROLLO LAS
CAPACIDADES
AMBIDIESTRAS EN MI
ORGANIZACIÓN?



Research gap

- There is a broad consensus in the literature that limited research has examined the nexus between HRM and ambidexterity development as a dynamic capability (Garaus et al., 2016; Hansen et al., 2019; Jorgensen & Becker, 2017). The prevailing assumption is that **HRM practices can support ambidexterity**; what remains to be fully understood is “how” that is my focus research in this DBA thesis and where I have found the knowledge frontier and the research gap.

EFQM MODEL 2025

Criterion 5

Driving Performance & Transformation

Positioning statement

Now and in the future, an organisation needs to meet important requirements to become and remain successful.

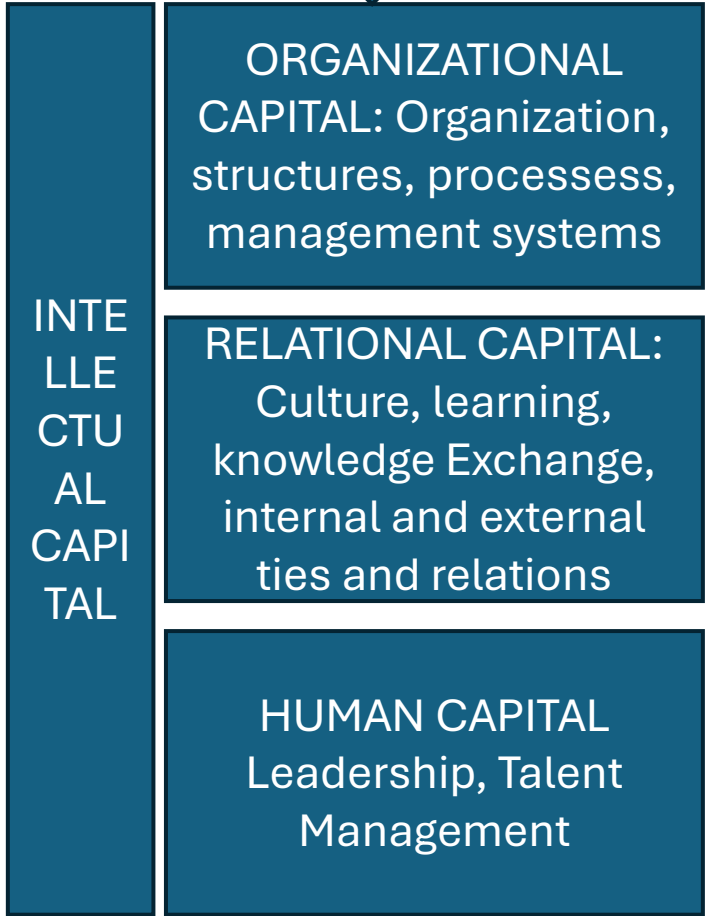
On the one hand, it needs to continue successfully managing the delivery of its current business operations. (“driving performance”)

On the other hand, constant changes inside and outside the organisation must be managed in parallel to remain successful. (“driving transformation”)

The combination of driving performance and transformation confirms the organisation’s need to deliver for today while preparing for the future.



HIGH PERFORMANCE
**HUMAN RESOURCE
MANAGEMENT**



**HOW TO DEVELOP
AMBIDEXTROUS
MINDSET
SKILL /
CAPABILITY
SETS**



**COMPETITIVE
ADVANTAGE
SUPPORT
AMBIDEXTROUS
ORGANIZATION**

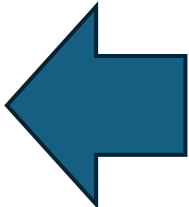
RESPONSE TO
VUCA CONTEXT
Why: Superior performance



EXPLOITATION
“Driving performance”

EXPLORATION
“Driving Transformation”

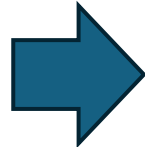
RESEARCH:
Analysis of EFQM oriented organizations. How they develop ambidex capabilities through Intellectual Capital practices



SEQUENTIAL EXPLORATORY MIXED-METHOD DESIGN

QUALITATIVE PHASE:

1. AI content análisis of EFQM formal memories and assessment reports.
2. Thematic Analysis with Nvivo.
3. Empirical identification of 23 Intellectual Capital factors enabling ambidexterity



QUANTITATIVE PHASE:

1. IC factors priotization with ANP (Analytic Network Process) multi criteria decision making method used with an expert group



QUAL – QUAN INTEGRATION:

1. “Hard systems, soft foundations” recursive interaction model

Pattern 1: HRM practices oriented to support Human Capital: emphasis on “formalization.”

Pattern 2: Human Capital strong in “mature” exploitation practices and weaker in future-oriented capabilities

Pattern 3: Organizational Capital is highly deployed and shows an “exploitation-oriented” bias

Pattern 4: Relational capital is less extended and systematized.

Pattern 5: Experts prioritize (ANP) Relational Capital over Organizational and Human Capital

Pattern 6: Ambidexterity is mainly implemented through “hard”, exploitation-biased architectures



KEY FINDINGS

HRM practices as “context” creators, strongly oriented to HC enhancing and less oriented to “collective talent”

Human Capital is highly supported through mature HRM core traditional practices

OC strongly supports performance (exploitation) side of ambidexterity with a weaker contribution to exploration

Relational Capital is already valued but unevenly deployed. RC as a critical but fragile enabler of exploration and transformation

Inversión of value: experts prioritize RC (soft aspects) while organizations invest in hard systems.

Stronger emphasis on exploitation than on exploration in ambidexterity practice in EFQM organizations

Findings

Intellectual Capital factors enabling ambidexterity

HUMAN CAPITAL

6 factors

- Capability development
- Internal and external knowledge sharing
- New talent
- Internal mobility and workforce flexibility

ORGANIZATIONAL

CAPITAL 10 factors

- Management Systems
- Knowledge management
- Structure designs
- Transformation architectures
- Information systems
- Ways of working

RELATIONAL CAPITAL

7 factors

- Internal collaboration
- Leadership and culture
- Diversity and inclusión
- External relationships

Findings

The “inversión of value”: A managerial blind spot in ambidexterity

Dominant practices (Thematic análisis)

Hard Systems

- Management Systems
- Organizational design
- Processes
- Governance
- Information Systems

HR Architectures

oriented to enhance
Human Capital
(individual talent)

CLUSTE	IC FACTORS	AGGREGATE RESU
		AGGREGATE RESULT
CR02	Culture promoting collaborative relationships	14,87%
CR05	Leadership fostering relationship quality	12,85%
CO04	Ways of working and explicit knowledge	10,65%
CR07	Participation and co-creation in ideation and innovation processes	8,50%
CO10	Knowledge transfer and dissemination	8,07%
CR06	Management mechanisms for participation and alignment	7,51%
CR03	Inclusive and diverse environment	5,73%
CR04	Tools for interpersonal knowledge sharing	5,28%
CO07	Processes and procedures	5,08%

RELATIONAL CAPITAL FACTORS PRIORITIZATION

INVERSION OF VALUE
C- Suite “blind spot”

A recursive “hard-soft” Model of Ambidexterity as an organizational capability to compete sustainably in a VUCA context

AMBIDEXTERITY AS A DYNAMIC CAPABILITY

Balance and simultaneity of Exploitation and Exploration
Managing Performance and Transformation

INTELLECTUAL CAPITAL

Organizational Know – how and learning capacity
Human Capital – Organizational Capital
RELATIONAL CAPITAL

HARD ORGANIZATIONAL SYSTEMS

HR architectures and systems
Management Systems
Processes and KPIs
Governance and structures
New ways of working

SOFT RELATIONAL FOUNDATIONS

Leadership behaviours
Culture and Shared purpose
Trust and psychological safety
Collaboration and inclusion
Relational coordination

RECURSIVE
INTERACTION

ENABLE
ALIGNMENT,
SCALING AND
RELIABILITY

ENABLE
ADAPTABILITY,
LEARNING,
INNOVATION



*Compartiendo y
mejorando juntos*

