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Ambidextrous Leadership: Literature Review

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Leadership, ambidextrous leadership, leadership theories, organizational ambidexterity, open leadership behaviors, closed leadership behaviors.

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Abstract: The goal of the research is to theoretically establish the variable of brilliant leadership and explain the importance of this variable and the philosophical orientation of researchers in taking it as an original variable in their research as an independent variable. The descriptive approach and theoretical framing of brilliant leadership were followed. We relied on secondary data represented by books, dissertations, dissertations, scientific research, and the information network (the Internet) as a tool for collecting data. The scientific value was represented by the importance of consolidating brilliant leadership and reviewing the most important things that were confirmed by the research and studies that dealt with this research.

القيادة البارعة: بحث مراجعة

سعدون محسن سلمان

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كلية الادارة والاقتصاد/ جامعة بغداد

المستخلص

هدف البحث هو التأصيل النظري لمتغير القيادة البارعة وبيان اهمية هذا المتغير والتوجه الفلسفي للباحثين في اتخاذه متغيراً اصيلاً في بحوثهم كمتغير مستقل. تم اتباع المنهج الوصفي والتأطير النظري للقيادة البارعة. وتم الاعتماد على البيانات الثانوية المتمثلة بالكتب والأطاريح والرسائل والبحوث العلمية وشبكة المعلومات (الانترنت) كأداة لجمع البيانات. وتمثلت القيمة العلمية بأهمية تأصيل القيادة البارعة واستعراض اهم ما اكدت عليه البحوث والدراسات التي تناولت هذا البحث.

الكلمات المفتاحية: القيادة، القيادة البارعة، نظريات القيادة، البراعة التنظيمية، سلوكيات القيادة المنفتحة، سلوكيات القيادة المنغلقة.

1. Introduction

The development in leadership theories in the last decade has led to widespread interest in the positive model of leadership and its adoption by researchers and writers. As it is the best method for practicing leadership behaviors that are compatible with the requirements of managing contemporary organizations in light of the lack of an optimal leadership style that can be generalized to all organizations, as a result of the complexity of the environment and uncertainty. Predicting environmental conditions and rapid developments in them, as well as predicting the behavior of individuals. For organizations to be able to maintain their position and grow in their work, they must adopt practices that ensure this, as due to business expansion, organizations need to have a distinctive leadership style that allows working to achieve their goals, which may often conflict with other organizations. By adopting behaviors that work to reconcile conflicting goals, which is represented by Ambidextrous leadership, which is a set of leadership behaviors that combine open leadership behaviors that enhance exploratory activities and closed leadership behaviors that enhance the behavior of investment activities.

Therefore, the theory of Ambidextrous leadership was developed with its behaviors (open and closed), which are complementary behaviors that expect to confront changes in the work environment due to increasing globalization and competitiveness between organizations, so that organizations can adapt to them with flexibility and high speed. Many

researchers have referred to the topic of brilliant leadership in previous studies, the most important of which are:

A.Study (Hashim, 2022): It was entitled the impact of brilliant leadership behaviors on organizational excellence through entrepreneurial capabilities. The aim of the study is to know the effect of brilliant leadership behaviors on organizational excellence through entrepreneurial capabilities in the two companies (Al-Zawraa General and Electrical and Electronic Industries). The study's approach is descriptive, analytical, comparative the variables of the study are leadership behaviors (open and closed), ingenuity, and organizational excellence. (67) Responsive questionnaire forms were used for the two companies. The study population included a purposive sample of senior management levels (General Manager, Assistant General Manager, Department Head, Chapter Officer), and the size of the study was the sample (85) managers within the directorate, administrative competencies. The most important finding of the study is the existence of a direct relationship with a statistically significant relationship between the dimensions of the study variables (leadership behaviors, ingenuity, organizational excellence) for the two companies. The study found a significant effect of leadership behavior and ingenuity in its dimensions on Organizational excellence in its dimensions for the two companies. The most important recommendations of the study are that the two companies should train or prepare cadres with the ability to anticipate the degree of risks for their future projects so that they do not fall into turmoil in the political or economic environment that is ravaging the country. It requires the two companies, especially Al-Zawraa Company, to give confidence to its employees to participate in Decision making is an important social media for both companies.

B.Study (Al-Fatlawi, 2023): which was entitled The Effect of Skillful Leadership in Enhancing Strategic Learning Processes: An exploratory, analytical study of the opinions of a sample of university and private college leaders in the Middle Euphrates region. The study aimed to test the effect of the extent to which skillful leadership behaviors are adopted in enhancing strategic learning processes in universities and private colleges in the Middle Euphrates region - Iraq. The descriptive analytical approach was followed, and the study variables represented brilliant leadership with its dimensions represented by (open leadership behaviors, closed leadership behaviors), and strategic learning processes with its dimensions represented by (generation,

distribution, interpretation, and implementation of strategic knowledge). A questionnaire form prepared for this purpose was used. Universities and private colleges in the Middle Euphrates region were chosen as a population for the current study. The study sample amounted to (171) individuals from administrative and scientific leaders, which included (university presidents and their assistants, college deans and their assistants, heads of scientific and administrative departments). The most important results were the existence of a significant correlation and impact of skilled leadership in its two dimensions within the work environment in enhancing the strategic learning processes of those universities and private colleges. The study concluded with a set of recommendations: The most prominent of which was the need for the administration of universities. And colleges to pay more attention to the field of application in adopting and supporting skillful leadership behaviors in the workplace to enhance their levels of strategic learning in order to enhance their strategic position to confront the influences of competing universities and colleges in the contemporary local business environment.

C.Study (Tang & Wei, 2022): It was entitled how does brilliant leadership and the self-efficacy of employees affect the enterprise system used (ES), and the study aimed to investigate the impact of brilliant leadership at the team level on employees who use the enterprise system through their self-efficacy. The study method was the analytical approach, and the most prominent variables of the study were brilliant leadership in its dimensions (open leadership behaviors, closed leadership behaviors), and self-efficacy. The questionnaire was used as a tool for collecting and analyzing data. The study sample included (218) employees working in (56) work groups in an organization. Chinese finance. The most important findings of the study are that ambidextrous leadership affects the creativity of employees' self-efficacy and performance self-efficacy, improving employees' use of environmental systems, that creative self-efficacy mediates the relationship between ambidextrous leadership and exploratory use, while performance self-efficacy mediates the relationship between ambidextrous leadership and exploratory use. Exploratory and exploitative.

2. Methodological framework

2-1. Research problem: The rapid development experienced by today's organizations has led to an increase in their need for dynamic, flexible

management capable of facing various challenges and changes. The need has become urgent for more than just those who exercise authority. They need sound reciprocal relationships between the leader and his subordinates, which the researchers called the perspective. Relationships in explaining the phenomenon of leadership, as these relationships depend on social exchanges and working on the principle of reciprocity (Reciprocity), which studies have proven important in enhancing the performance of the individual and the organization alike. Therefore, they require skillful leadership that requires the integration of different leadership behaviors, taking into account adaptation to Environmental challenges and contradictions to achieve goals and achieve competitive advantages.

2-2. Research Importance: The importance of the research comes from its selection of the topic of Ambidextrous leadership as the most capable tool to give organizations a high degree of flexibility and possible speed in meeting the needs of their beneficiaries. It is capable of raising the level of field performance of organizations by focusing on the open and closed behaviors that leaders follow. And work to realize and achieve a distinguished position for organizations in their field of work.

2-3. Research objectives: The current research aims to identify the role of Ambidextrous leadership in developing organizations and to identify its internal and external surroundings in addition to their influence on employee behavior, which achieves competitive advantages by improving the organization's ability to satisfy the needs of diverse individuals. In addition to providing a new leadership style to achieve a balance between continuity and change at the same time, it helps organizations manage administrative conflicts and benefit from them to reach appropriate decisions by using an effective method of communication between individuals and subordinates and vice versa.

3. Theoretical framework

3-1. Leadership concept: Before discussing the concept of Ambidextrous leadership, it is necessary to take a general look at the concept of leadership to understand its importance for business organizations that conduct their activities in various fields. Organizations seeking development and growth must keep pace with developments by making the necessary changes in work methods and employee behavior, which requires the presence of wise leaders who understand the importance of change and its goals.

In light of scholars' interest in the topic of leadership and the complexity of its branches, Table (1) indicates the most important things mentioned by researchers regarding the definition of leadership, as follows:

Table (1): Definition of leadership

	Researcher and Year	Definition
1.	(Al Qamash, 2020: 399)	The ability to influence the behavior of others to make them accept influence and power out of consent and choice, not out of coercion and accountability
2.	(Khamra, Djilali, 2021: 294)	A process that ensures the achievement of common goals for a group of specific individuals, through the guidance of a specific person called the leader, and it is the art of influencing others in order to achieve common goals.
3.	(Robbins & judge, 2022: 464)	It is the ability to influence a group to achieve a vision or a set of goals, or the exercise of influence by a member of a group or organization on other members to help the group or organization achieve its goals.
4.	(Hussain, 2023: 44)	It is influencing subordinates by urging them to accomplish the tasks assigned to them, and thus achieving the goals required for the organizations.

The diversity of previous empirical studies on leadership and innovation led (Rosing et al; 2011) to conclude that “there is a need for a more precise model of innovation leadership”. To describe this model, they proposed the theory of ambidexterity in leadership for innovation. The German philosopher Immanuel Kant was the first to address the concept of ingenuity in the era (1712-1804) when he tried to explain it from the standpoint of Indian civilization. The philosopher Ralph Waldo came after him to take ingenuity from the perceptions of Eastern and Islamic civilization

specifically (Mukerji, 2017: 431) and that ingenuity goes back to the Latin word (tine), which means going further (Dane & Pratt; 2007: 45). Therefore, the skilled leader works with the members of his organization to develop a comprehensive vision capable of forming effective organizational capital (Nair, 2016: 665). "A set of strategies that focus on exploring and exploiting resources optimally and interacting with situations, as well as enhancing aspects of innovation in business through continuous research and development" (Musleh, Abdullah, 2023). Both (Khoshnaw and Lee, 2024) defined it as an opportunistic process by balancing the contradiction between exploration, exploitation tasks, and structural tasks by the same countries. (Al-Baghdadi, Al-Jubouri, 2015) defined ingenuity as "the organization's ability to pursue two complementary activities at the same time and manage contradictions and tensions in current and future dealings in all activities and at all organizational levels". (Mahrous et al., 2023: 14-15) defined it as the ability to invest in Opportunities and competencies available to achieve improvement in current services, explore opportunities, innovate, and provide new services to support their sustainable competitive advantage We conclude from the above that ambidexterity is part of leadership. As both are complementary to each other. Figure (1) indicates the relationship of ambidexterity to leadership, as shown below:

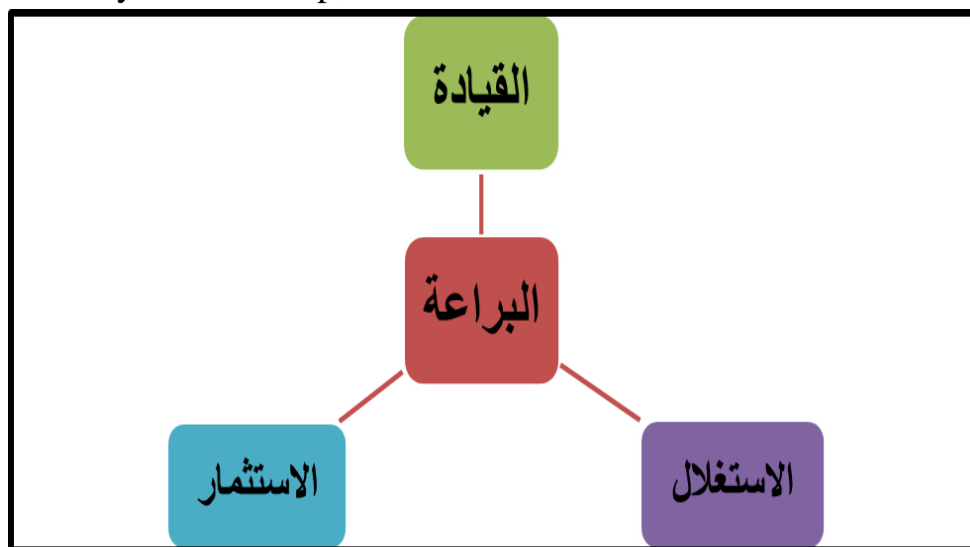


Figure (1): The relationship between ambidexterity and leadership

Source: Coleman, N. J. (2016). An Exploration of the Role of Leadership Behaviors and Ambidexterity in Online Learning Units (Doctoral dissertation, The George Washington University). pp8

3-2. The importance of leadership: Many studies have indicated the importance of leadership, including (Fatiha, Maryam, 2018: 38)

- A. The link between the two years and the institution's future plans and visions.
- B. The internal melting pot of all concepts, strategies and policies.
- C. Controlling and resolving work problems, resolving disputes and weighing opinions.
- D. It facilitates the organization's achievement of its set goals. It is the basic and necessary tool in any organization in order to achieve its goals and desires.
- E. Keeping pace with the surrounding changes and employing them to serve the organization.
- F. It is a social phenomenon and a necessity for all organizations, and an effective tool in directing and solving work problems. It contributes to interacting and adapting to external changes that affect goals and relationships between people, as well as the behavior of individuals within the organization (Al-Fatlawi, 2023: 26).

Based on what was mentioned above. Leadership is considered in its multiple and diverse concepts and the importance that leadership embodies in the management of organizations, methods of dealing with employees, ways of benefiting from their ideas, and sharing their opinions in solving the problems they face and completing their duties, as well as the leadership skills that characterize the leader and the styles. Leadership is practiced in various departments, organizations, and fields. With the rapid technological developments and the intensity of competition between organizations, and with the emergence of the era of globalization, the need for administrative leaders capable of thinking and creativity in different and diverse ways to solve problems and confront challenges emerged. From this standpoint, the concept of Ambidextrous leadership emerged and its use has become common in administrative studies and organizational.

3-3. The emergence and development of Ambidextrous leadership: The concept of "skillful leadership" appeared in management literature by Duncan in 1976 and was developed in March 1991. This concept refers to the organization's ability to explore new opportunities and invest to implement them by established controls, and studies related to the paradox theory indicate there is no single leadership style that can be adapted to meet the requirements of a contradictory and complex environment. Hence, the

need has emerged for leaders who possess a sufficient degree of behavioral and cognitive complexity that enables them to exercise multiple and diverse roles at the same time. These ideas have resulted in the emergence of a new style of leadership presented under the title Leadership. "Ambidextrous Leadership". The prototype of which was developed by (Vera & Crossan, 2004). The researchers believe that the organizational learning process requires a complex style of leadership, as the organizational learning process flourishes under reciprocal leadership and at other times it benefits more under transformational leadership, and this vision of leadership responds to the pressures faced by organizations that must explore and exploit them at the same time. To deal with the different circumstances resulting from the speed and complexity of today's competitive environment, leadership that is characterized by vitality may have a balance between closed and open leadership behaviors by possessing unfamiliar competencies (Andriopoulos & Lewis, 2009: 698), and some studies indicate the existence of a contradiction. Because leaders need certain practices in organizations to face challenges, there is a contradiction between these practices, which organizational literature translates into the two poles of exploration and investment (Rashid and Al-Atwi, 2012: 15). In this context, (Rashid and Al-Atawi, 2012: 2) indicate that the organization science literature presents three types of main theories that explain the way organizations deal with contradictory phenomena in the work environment, which are:

- A. The first type of theories are classical theories:** they emphasize the pursuit of finding general principles that can be generalized to deal with various phenomena in the work of organizations.
- B. The *second* type of theory reflects the ideas of situational theories:** According to these theories. There is no better way to organize, but rather it depends on the situation, meaning that the organization facing a specific state of contradiction must choose one of the poles of the contradiction in a way that is compatible with the internal and external environmental conditions in a certain point in time. And (Lubatkin et al., 2006: 650) criticize this trend, pointing out that it has become clear that expansion and exploration reflect contradictory structures because they include different and dissimilar working methods and administrative behaviors .
- C. The third type, represented by the contemporary trend:** It is believed that there is no single best way to deal with phenomena. As resolving the

contradiction according to this trend requires the presence of acceptance to coexist with contradictions and the existence of a state of synchronization and balance between the two poles of contradiction to achieve high performance in the short term and ensure success in the future. In this context, (Seetge, 2012: 74) indicates that there is a need for different behaviors for leaders to enhance creativity with exploratory and investment quality in an effective manner.

Ambidextrous leadership can be defined by several definitions that differ according to the researchers' opinions, philosophy, and trends, as shown in Table (2), which indicates the most important things that the researchers mentioned regarding the definition of Ambidextrous leadership.

Table (2): Definitions of Ambidextrous Leadership

	Researcher and Year	Definition
1.	Enlund & Lorentsson, 2020: 19	"The ability to enhance exploratory and investment behaviors in employees by improving internal work behaviors."
2.	Hassan, 2021: 69	The ability to move between open and closed leadership behaviors flexibly and reduce the discrepancy between them by understanding employees' perceptions and expectations while dealing with the contradictions represented by exploration and exploitation to reach the set goals.
3.	Hashim, Daoud, 2022	is the possibility of employing open and closed behaviors by leaders with all flexibility and skill to enhance investment and exploratory activities. For the organization in a way that enhances the organizational culture and raises its level among employees, in addition to the optimal investment of time and human resources, and employing them equally for the benefit of the company for both exploration and investment activities together

	Researcher and Year	Definition
4.	Ali, Amanah, 2023: 348	The leader's ability to carry out operations that combine exploration and exploitation and the leader's ability to distinguish open leadership behaviors and closed leadership behaviors, that is, representing between the demands of internal and external tension, a type of behavior that manages the situation and enables leadership to support and enhance innovation and creativity so that it is able To achieve the level of growth, stability and sustainable productivity.
5.	Daghim, Rashid, 2023: 7	The leader's ability to generate emotional moderation in order to continue and change while reducing subordinates' fear of uncertainty and enhancing their motivation to engage in innovative procedures and risks, as brilliant leadership includes three components: open leadership to instill exploratory values and closed leadership to adopt ideas. And investing in it, and flexible leadership to shift between both previous behaviors according to the requirements of the situation.

3-4. The importance of Ambidextrous leadership: The topic of leadership is one of the topics that receive continuous attention and is one of the factors for the success of any administration because of its direct impact on the organization's members. As the leadership process is responsible for coordinating among many of the basic components of the organization, including organizational, human, and social elements of the administrative process (Hamd, Amen, 2023). (Berto and Al-Himyari, 2022: 432), see great importance for brilliant leadership, which is evident as follows:

- A. Giving subordinates greater and sufficient independence in exploration
- B. The director and work team enjoyed great independence
- C. The director launches, supervises and supports initiatives.

(Hamoud and Sahib, 2022: 464) stated that the importance of brilliant leadership lies in enhancing the art of strategic leadership, as explained in the following:

- 1) Helping employees highlight their skills and motivating them towards continuous improvement.
- 2) Paying attention to human resources while creating an organizational culture.
- 3) Encourage listening to the brilliant leader and taking into account his ideas and advice.
- 4) Achieving future goals and looking beyond goals by mixing choice with reality.

3-5. Objectives of Ambidextrous Leadership: Both (Tung, 2016: 2) and pointed out (Li et al., 2020: 3), (Kark, et al., 2018: 190), The goals of Ambidextrous leadership are as follows:

- A. Use flexible strategies according to changes in the external environment and different management goals and purposes to meet the complex management goals and needs of organizations .
- B. Conflict management by understanding individuals' perceptions and expectations while dealing with contradictions.
- C. Reducing undesirable behavior in the workplace if skilled leaders take some basic steps or procedures to prevent negative behavior among individuals in the workplace by creating an organizational ethical atmosphere.
- D. Establishing relationships of trust within the organization through efficient direction and management by objectives and establishing a constructive role for organizational culture.

3-6. Characteristics of Ambidextrous leadership: (Al-Tamimi, 2019: 57) pointed to the characteristics of brilliant leadership, as explained as follows:

- A. Modern thinking: Ambidextrous leadership increases unconventional thinking and solutions that go beyond complete knowledge .
- B. Organization: represented by the leadership's ability to organize the process of identifying new resources in organizations in general.
- C. Problem-solving: Manages conflicts that arise between employees in the organization.
- D. Influence: Ambidextrous leaders influence the innovative behaviors of subordinates by encouraging innovation and guiding them, by stimulating experimentation and rewarding them.

- E. Knowledge of cultures: disseminating and supporting new cultures and identities that accommodate tasks that require ingenuity in work.
- F. Taking risks: You gain a high level of energy, stress tolerance, internal control, emotional maturity, and individual integrity.

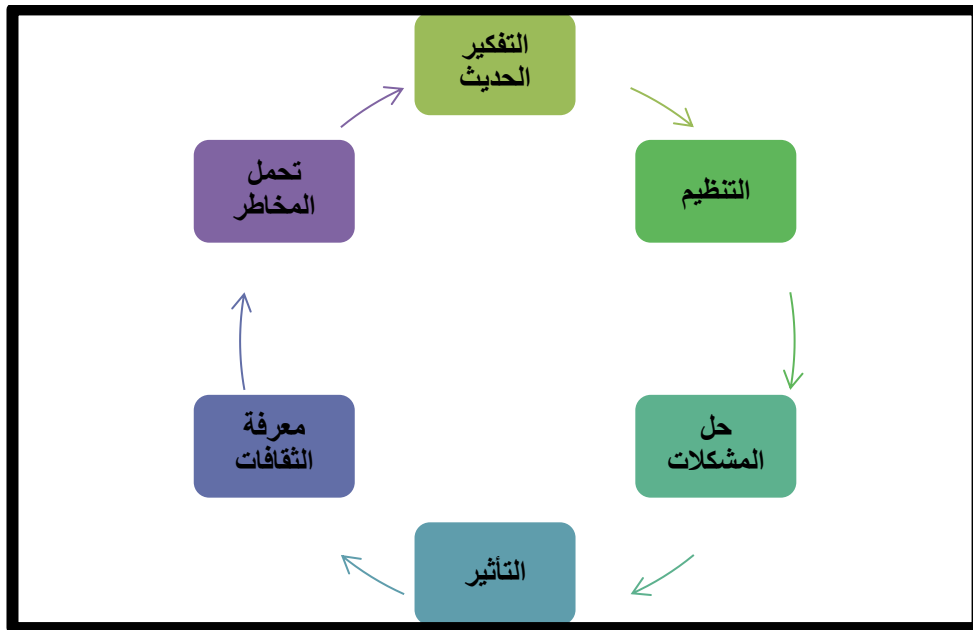


Figure (2): Characteristics of brilliant leadership

3-7. Dimensions of Ambidextrous Leadership: The dimensions of Ambidextrous leadership were adopted according to the study (Hassan, 2021) and include the following:

A. Open Leadership Behaviors: The open behavior of a leader can be defined as a set of behaviors that include encouragement to work and try different things, giving space for independent thinking and performance, and providing support to challenge established methods and procedures (Coleman, 2016: 37). Leaders must adopt open leadership behaviors in order to increase variation in employees' behavior by allowing them to experiment. And think outside boundaries, encouraging them to bring new ideas into the team, and risk following new, unfamiliar paths in order to reach new solutions (Alghamdi, 2018: 13). Also, leaders who demonstrate open behavior in carrying out the organization's work must allow its employees to use varying work methods (Strobl, 2019: 20). Open leadership behavior can be defined as "a set of skills that a leader uses for the purpose of encouraging employees to work and try new things, allowing them to think independently, and providing them with support in the face of tiring, difficult methods and procedures at work" (Alkhawaldeh, 2020).

Table (3) shows the characteristics of open leadership behaviors, according to what was stated in the study (Al-Tamimi, 2019).

Table (3): Characteristics of open leadership behaviors

(Characteristics of open leadership behaviors)	
1.	Generate an open climate
2.	Emphasizing the need for experimentation and encouraging new ideas
3.	Giving room for independent thinking and performance
4.	Encourage followers or employees to challenge the status quo and be critical of the way work has been done in the past.
5.	Motivating employees to take risks, think outside the box, and break the rules to find solutions outside the safe zone

Source: Ahlers, M., & Wilms, M. (2017). *Ambidextrous Leadership in Innovation: A multiple case study of innovation leaders on the alignment of opening and closing leader behaviors*, p21.

B. Closed leadership behaviors: It is a group of behaviors that includes taking corrective measures, setting guidelines, and monitoring individuals, units, and departments to achieve the desired goals. (Nan & Jian, 2019: 118). (Waldman & Bowen, 2016: 323) pointed out that the leadership that relies on these behaviors is based on a purely financial logic and seeks to achieve economic results in the short term and immediately. The most important goal of these organizations is profit, and they believe that environmental investments have an unhelpful cost and it is assumed that avoid her because it conflicts with her interests. Table (4) indicates a set of characteristics that characterize closed leadership behaviors.

Table (4): Characteristics of closed leadership behaviors

(Characteristics of closed driving behaviors)	
1.	Relying on well-trained competencies and following established routine procedures.
2.	Emphasis on adherence to rules and regulations
3.	Pre-structure tasks, set your own work goals, establish guidelines, and give specific instructions on how to carry out tasks
4.	Monitor and control the achievement of goals
5.	Take corrective action

Source: Tolulope B. Oluwafemi, "(2019)" *Leading innovation: Empirical evidence for ambidextrous leadership from UK high-tech SMEs* Elsevier Inc. All rights reserved, pp: 4.

Based on what was mentioned above. We find that the leadership's adoption of mechanisms that help stimulate and encourage exploratory and investment activities must include a high degree of balance between both behaviors in terms of allocating sufficient and appropriate time to support the creative ideas of subordinates, sharing their opinions and suggestions and adopting them, as well as having effective flexibility to shift between each. From her open and closed behavior.

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