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**THE AMBIDEXTROUS LEADERSHIP OF
MANAGERS AS A SOURCE OF INNOVATION. A
GERMAN SUPERMARKET CHAIN CASE STUDY**

Author: Gemma García Meliá

Tutor: Montserrat Boronat Navarro

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1. INTRODUCTION

The ability of companies to adapt to the environment around them is becoming more and more difficult. The globalisation of markets facilitates more liberal access to new technologies, factor markets and financial markets, meaning, it allows greater integration of the economy at world level.

Consequently, this positively generates a market expansion, an increase in productivity gains and therefore an increase in efficiency. In addition, it allows the emergence of new forms of organization. But, how do organizations adapt to market changes? Why are some companies able to achieve this and others not? One of the ways to manage change and adapt companies to new situations that arise, is through innovation, since, in order to survive in this environment, where competition is increasingly high, companies need to innovate at all points of the organization and thus increase their performance.

However, should organizations innovate? Who manages the company's innovation? Does manager's leadership influence? One of the ways proposed in the subsequent study, to obtain this increase in the performance of the workers and increase the value of the company, is through ambidextrous. Ambidextrousness is studied as a source of innovation, and how managers, through ambidextrous leadership and structural and personal coordination mechanisms, influence the achievement of this vision of the short and long term. Likewise, ambidextrous leadership promotes workers' creativity and innovative performance.

Several studies, (Rosenbusch et al., 2011) ; (Eisenbeiss et al., 2008),(Mom et al., 2009) consider innovation as an essential part of the organization to increase performance, growth and survival of organizations. Furthermore, they define it as the result of combining both cognitive skills, personality and motivation as individual characteristics, with the characteristics of the environment, such as the characteristics of work and leadership,(Shalley et al., 2004). Many studies, (Mom et al., 2009),(Mom et al., 2009)(Probst et al., 2011), focus on the influence that managers have on innovation in an organization. Therefore, an investigation of ambidextrous leadership is carried out, since it is the leadership style that best promotes innovation and its characteristics, in order to know if it has a positive influence, since ambidextrousness in managers is a more unknown field of study and is proposed at a more individual level.

In the following report, we discuss the ambidextrous leadership of managers and how formal coordination mechanisms influence the ambidextrousness of managers. First, it discusses leadership and ambidextrousness, and the characteristics that managers must possess in order to have ambidextrous leadership. Subsequently, the incidence of

coordination mechanisms is analysed and whether these mechanisms have a positive or negative influence on ambidextrousness. On the one hand, the Mitzberg coordination mechanisms are analysed (Carlos & Guerra, 1996) and formal coordination mechanisms, such as decentralization under (Mom et al., 2009).Y, por otro lado, (Jansen et al., 2009), (Bock et al., 2005), On the other hand, another study is formulated on formal structural mechanisms.

Finally, these concepts are applied and the leadership of the managers of the German supermarket company is analyzed, to know if the managers of the different supermarkets have the characteristics of ambidextrous. The aim of the study is to propose ambidextrocity to the company as a source of innovation, since, as the German chain expresses, its strategy is based on people and in this way, it continues in the joint direction of the organization.

2. THEORETICAL FRAMEWORK.

To find out whether an organization is ambidextrous or not, we must first investigate ambidextrousness in managers. There are many studies at the team level, but few at the individual level, therefore, in this section, we analyze both leadership and ambidextrousness and what could be some of the characteristics of managers, typical of ambidextrous leadership. Likewise, there are formal coordination mechanisms, both structural and personal, that have a different impact on the ambidextrousness of managers.

2.1. Leadership

Talking about leading an organization is not about leading it. It's not the same as being a leader as a manager. Their difference is redirected to the year 1977, to an article published by (Zaleznik, 1977). The main difference between the two was that the leaders were more creative and active, while the managers were more reactive and solved more general problems. Therefore, a leader is an innovative, original person who develops ideas, focuses on people, inspires confidence and has a long-term perspective, characteristics developed by (TenHaken, 2011).

Today's organizations train managers as leaders rather than executives, as the mindset of society has changed. Therefore, organizations are influenced by the behavior of human capital, since the union with it, and studies have shown, increases the productivity and efficiency of the organization. (Avolio & Gardner, 2005), states that there are as many definitions of leadership as people have developed the definition, but in summary, leadership is the ability to influence a group to accomplish its goals, i.e., to induce the behavior of others.

To understand the influence of ambidextrousness in the organization and to use the ambidextrous leadership of managers as a source of innovation, we first define the ambidextrousness and the characteristics that ambidextrous leaders must have.

2.2. Ambidextrousness

In defining ambidextrousness, we refer to a company's ability to combine exploration and exploitation activities, (Birkinshaw & Gibson, 2004) or innovation and efficiency activities, which are generally incompatible. Ambidextrousness establishes the need to use exploitation and exploration, so that organizations can be successful in the short and long term. Organizations that achieve a balance between the two activities are more successful than those that do not. It is also an important factor that, when a manager has greater knowledge of the company, he or she has a better chance of developing these

activities. In addition, these mechanisms must be maintained at both the individual and team level. (Tushman, 2011), describes ambidextrousness as a dynamic capacity, which, depending on the factors of the environment, organizations are oriented towards exploitation or exploration activities.

With reference to these two terms, on the one hand, in the operation the company must do what it has always done to achieve its economic results, i.e. production, execution, (March, 1991), avoiding risks, researching opportunities to grow and position itself in the market in which it operates. And, on the other hand, in exploration, an activity that takes more time than exploitation, the company must evaluate all the changes in the market, that is to say, in the environment, in order to adapt to this uncertain and changing environment and avoid its disappearance and thus increase its productivity and efficiency. In exploration, tasks such as search, risk taking, experimentation, flexibility and innovation and discovery are carried out,(March, 1991)

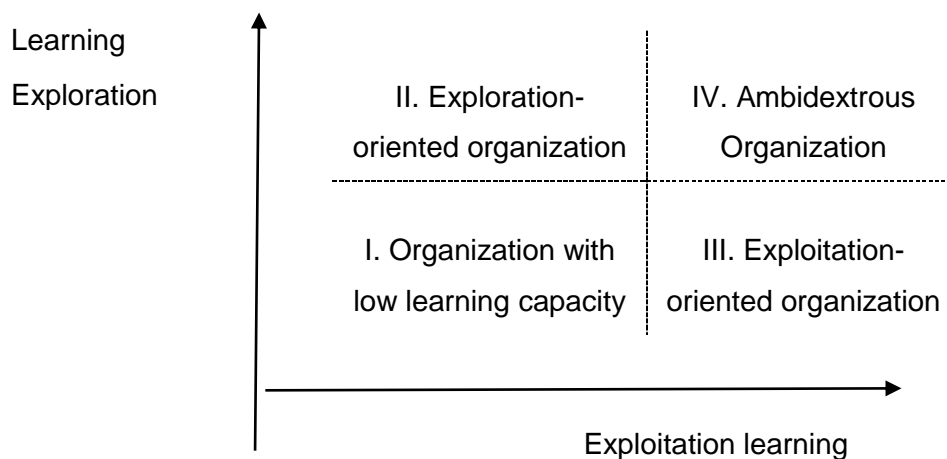
(Fabiani et al., 1982) establishes that most of the time ambidextrousness has been considered as one more characteristic of the organizational structure, in relation to the configuration of the processes or in relation to the characteristics of the managers.

A study, (Carnahan et al., 2010) showed that companies with a decentralized structure have a greater capacity to deal with change and a greater capacity to learn. Therefore, learning from exploitation and exploration activities allows the company to grow and develop, i.e. it allows companies to innovate. But this decentralized structure sometimes has the disadvantage of developing power conflicts or organizational dynamics in the organizations, which causes companies to specialize in exploitation or exploration, and one hinders the other. This would put at risk the learning of the company, and one could fall into the trap of success or the trap of failure,(March, 1991); (Ying, 2016). In the trap of success, companies stop exploring because they specialize in exploitation, and over time, organizations can become obsolete or fall out of the market because they fail to adapt to the changes that continually arise. And in the trap of failure, companies explore the marketplace full of opportunities, but without translating the results into the performance of their activities, which can lead them to bankruptcy in the face of a restriction of income unrelated to sales. Ambidextrousness tries to find a solution by coordinating both exploitation and exploration activities and to avoid the risks of learning.

As shown in Table 1, organizations could have different types of learning depending on whether they specialize in exploration or exploitation. In quadrant I, organizations have low learning capacity. This is a struggling organization. It is neither competitive in the

market it is in nor does it try to provide solutions with different options. In quadrant II, the organizations are more oriented towards operational learning. These organizations would fall into the trap of failure, since they would be open to change and take advantage of opportunities, but they may not be sufficiently effective in the productive process and may have difficulties in developing their innovations in the market in a profitable way. In quadrant III, we would have the opposite of quadrant II. The organization would be oriented towards exploitative learning, falling into the trap of success. It would be efficient in the productive processes, but would have difficulties in acquiring new knowledge and competing in the long term. In quadrant IV, it is placed as it would be the ambidextrous organization. There would be a balance between exploitation-oriented learning and exploration-oriented learning. An organization that is open to acquiring new knowledge, exploring new opportunities and taking risks, and evaluating all changes in the marketplace.

Table 1. Exploitation and exploration as orthogonal variables.



Source 1. Own elaboration

When different authors define ambidextrousness, they add tags. (Luger et al., 2018) defines ambidextrousness as organizational ambidextrousness, (Simsek et al., 2009), defines it as contextual ambidextrousness; (Birkinshaw & Gibson, 2004) defines like a structural ambidextrousness, (He & Wong, 2004) ; (Lubatkin et al., 2006) define it as ambidextrous innovation, (Andriopoulos & Lewis, 2009) and finally defines it as strategic ambidextrousness, (Voss & Voss, 2013).

Each of them defines ambidextrousness in a different way. Some define it as the ability of senior management to manage the contradictions that arise from carrying out exploitation and exploration activities simultaneously in an increasingly changing environment (Fabiani et al., 1982); others as routines and processes that mobilize,

coordinate and integrate contradictory efforts which are combined with assets and resources for exploitation and exploration through the different business units, (Jansen et al., 2009) .On the other hand, (Andriopoulos & Lewis, 2009) establish that exploration and exploitation are complementary dualities ,and therefore, ambiguity is the ability to manage these two simultaneous processes related to managing radical and incremental innovation.

However, they all agree that both exploitation and exploration activities are contradictory activities, one of the causes being the scarcity of resources of the organizations. Only when one axis carries them out simultaneously does ambidextrous leadership occur, but if it in turn influences the behaviour of the people in an organisation, encouraging creativity and innovation among employees, ambidextrous leadership is developed.

2.3. Ambidextrous leadership.

Ambidextrous leadership proposes that combining two complementary leadership behaviors, opening leadership behavior and closing leadership behavior, predicts individual and team innovation, so that the greater the opening leadership behavior and closing leadership behavior, the greater the innovation.

vWe understand opening leadership behavior as the way leaders behave, influencing the behavior of their employees and showing them that things can be done in very different ways. It also encourages leaders to proactively seek out new ideas and solutions, giving them the space to think and act independently and on their own, gaining the support of the leaders and trying to challenge the status quo. However, closing leadership behavior encourages workers to implement ideas and seek solutions, establish guidelines and execute actions to achieve the organization's objectives., (Rosing et al., 2011). Therefore, it was concluded that the combination of both types of behavior defined ambidextrous leadership, that is, the combination of both drives exploitation and exploration behaviors in its followers by varying their behaviors and changing them in a flexible way, (Rosing et al., 2011).

Ambidextrous leadership provides employees with continuous emotional balance, as it provides a reduction in their fear of the uncertainty that exists in an organization's environment, increasing their confidence and self-efficacy to take innovative and risky actions, (Rosing et al., 2011). Managers in organizations with ambidextrous leadership help employees achieve their goals by creating an environment of trust and mutual support.

2.4. Management Leadership.

To begin to understand ambidextrous leadership, we will analyse the ambidextrousness in the managers of an organization and know the impact of structural and personal coordination mechanisms, on their ambidextrousness. There are many studies on ambidextrousness at the company level, but few investigations at the individual level (Probst et al., 2011). Ambidextrous leadership starts with the leadership of the manager, but this type of leadership cannot be understood without the participation of all the hierarchical levels to solve the difficulties and handle all the contradictions of the organization.

(Zacher & Rosing, 2015); (Shalley et al., 2004), establish that innovation is formed by individual factors and contextual factors, hence the difference that may exist between each of them regarding the leadership carried out by each of the managers. Other authors, (Eisenbeiss et al., 2008); (Nemanich & Vera, 2009);(Zacher & Rosing, 2015); (Mom et al., 2009); (Hansen et al., 1999), have studied contextual factors, and explain that an organization's innovation is also due to the influence that managers have over their subordinates.

First, let's look at the characteristics that, according to studies, (Mom et al., 2009), ambidextrous managers should have, that is, individual factors that we should take into account for the ambidextrousness of managers. Secondly, the interaction of structural and personal coordination mechanisms, that is, contextual factors to be taken into account since, depending on the type of mechanism used, they will influence subordinates in one way or another, and will affect the ambidextrousness of managers.

2.4.1. Characteristics of ambidextrous leaders.

For an organization to reorient itself towards innovation it needs a person who knows the organization vertically and horizontally, detecting failures, reacting to threats and taking advantage of market opportunities. The leader must know what to do, when to do it and why. He must have full knowledge of the organization.

Managers with ambidextrous leadership will promote proactivity, innovation and risk taking by employees. The characteristics that managers must possess to be ambidextrous are diverse. On the one hand, they must be able to understand and pursue new opportunities, (Probst et al., 2011) technologies and market needs, but sometimes managers are sensitive to intensifying existing positions. This generates that sometimes their decisions have contradictions, (Smith & Lewis, 2011); (Probst et al., 2011). Another

characteristic of managers is that they are multitaskers, (Birkinshaw & Gibson, 2004); (Marchand, 2010), as the word itself indicates, they perform many functions and different tasks in a given period of time. Their activities are usually more general than specialized and they perform all kinds of tasks, collective or individual, routine and non-routine. Another characteristic of ambidextrous managers is that they renew their knowledge, skills and experience, (Marchand, 2010); (Hansen et al., 1999), (Den, 2007). Ambidextrous managers must have a lot of different information and knowledge, which they can obtain through their own knowledge and that which they can obtain from others, increasing their confidence and thus being able to carry out different activities that lead to learning.

Another characteristic of ambidextrous leaders is that they must have both long-term and short-term vision. Ambidextrousness is based on this, on the combination of both visions that makes organizations adapt to the changing environment that exists, in which opportunities are identified and explored.

2.4.2. Impact of coordination mechanisms.

Two types of formal coordination mechanisms are distinguished, structural and personal. The structural ones are more important for coordinating the activities of an organization and the managers are responsible for carrying out one type of mechanism or another. Many are the authors who carry out different types of formal coordination mechanisms. On the one hand, (Miller, 1983), establishes as formal coordination mechanisms, formalization and decentralization, and, on the other hand, (Herrich-Schäffer & Hübner, 2013) y (DAMANPOUR, 1991) are conducting another study on formal mechanisms. Research on personal coordination mechanisms is less frequent for the study of ambidextrousness.

In addition, to the studies listed above, (Carlos & Guerra, 1996), another classification is performed on the formal structural coordination mechanisms. This establishes six methods: mutual adaptation, direct supervision, standardization of work processes, standardization of work, standardization of knowledge and skills, and standardization of results.

Mutual adaptation is a system of structural coordination that achieves organizational coordination in an informal way, i.e. without rules, without procedures. The same people who perform the tasks are in charge of their control.

In direct supervision, coordination is carried out by a responsible person, who must give instructions to subordinates and control the actions they take.

If neither mutual adaptation nor direct supervision is established, both work processes, results and skills and knowledge can be standardised, i.e. the preconditions are established in advance. In the standardization of work processes, coordination is carried out by specifying the process beforehand, in the results, specifying what the result is, knowing the product and the necessary performance. Otherwise, in the normalisation of skills and knowledge, coordination is carried out when neither the process nor the result can be established, and it is specified what type of preparation is necessary to carry out a specific job, i.e. the necessary skills.

As mentioned above, and following the coordination mechanisms of (Miller, 1983), As mentioned above, and following miller's coordination mechanisms, in order to analyze decentralization, decision making is taken into account, and in order to analyze the formalization of managers, the standardization of their tasks is taken into account, that is, the degree to which the manager's tasks are governed by procedures and rules.

Decentralization facilitates learning and the ability of the company to adapt to change. When a company has decentralization, it is observed that the decision making is not only in the hands of the manager, but that the authorities are dispersed, that is to say, the manager and other components of the company as they can be, the intermediate lines or the own workers, can take decisions. However, many studies suggest that the more authority managers have in decision-making, the greater the search, not only for short-term needs and associated benefits, but also for future opportunities and benefits in the longer term, (Den, 2007);(Pierce & Delbecq, 1977); (DAMANPOUR, 1991) and in pursuing the objectives that the organization sets itself. Therefore, greater authority in decision-making, greater self-control of managers, and also managers act in an ambidextrous way, reaching their objectives more efficiently.

Other authors such as (Tushman, 2011) show that the greater the manager's authority in decision-making, the greater his or her level of responsibility for the pursuit of organizational opportunities and needs, making him or her more aware of his or her actions, and placing more emphasis on the performance of activities

This approach allows us to conclude that a manager's authority to make decisions is positively related to ambidextrousness; however, formalization is negatively related to ambidextrousness. The more rules, norms or codes that managers must follow to carry out their activities, the less capacity they have to follow opportunities and meet objectives, since they must be governed by what is established. However, in order for managers to be ambidextrous, they must cooperate and combine their efforts with other members of the organization. Therefore, and with reference to decentralization, if

managers are involved in functional interfaces, they reduce formalization and thus have the opposite effect. There will be a positive interaction effect between the formalization of a manager's tasks and the manager's participation in the functional interfaces.

This relationship decreases the isolation that formalization produces in managers and increases their motivation, by exchanging knowledge and information, and discussing for problem solving, as there are many ways to see tasks, and facilitates learning for different managers, as each follows different objectives. The interaction between functional interfaces and managers is positively related to the ambidextrousness of managers.

In relation to these hypotheses, the authority of managers in decision-making will have a positive effect on ambidextrousness. Whether or not a relationship or connection to the organization is involved. However, in the case of the formalization of the manager's tasks, there will be a negative relationship with ambidextrousness, but if there is a relationship and connection with the functional interfaces, it will have a positive effect on the ambidextrousness of the same. Ultimately, the relationship of managers with the organization will have a positive effect on ambidextrousness by increasing opportunities, learning from different experiences, and a necessary adaptation to the uncertain and changing environment. In the case study, we will study whether these conditions are adapted to the organization studied.

In conclusion, both the leadership and the formal coordination mechanisms of the organizations affect in one way or another the ambidextrousness of the managers. Both the combination of exploration and exploitation behaviours, and the way in which organizations have designed work teams, facilitate learning, and help the entity to adapt to market changes. In short, the study of ambidextrousness is a source of innovation, in which human resources and the way in which managers behave in the organization, influence towards activities that help to increase market opportunities, and to react to threats.

3. METHODOLOGY

To apply all these concepts studied above, the present study focuses on analysing the ambidextrousness of the managers of one of the country's main supermarket chains, a German supermarket with the largest presence in Spain. We will now develop a test proposed by (Rosing et al., 2011) to learn about the ambidextrous leadership of managers from different supermarkets in the provinces of Valencia and Castellón and apply it to the case of the company studied. Two types of behaviour are combined, one that allows for opening leadership behaviour (Exploration) and the other that allows for closing leadership behaviour (Exploitation), discussed above.

The survey data come from 6 different managers, belonging to the same company, in the German supermarkets, but each one is a manager of a different supermarket and with different dependents. All have taken the same training to get to the position, and all perform the same tasks, however, they are not all in the position of manager the same years nor do all workers belong to the supermarket chain the same years, and each has different intrinsic skills.

Therefore, in order to know if the managers of the German chain lead the organization based on ambidextrousness, questionnaires are proposed on the exploitation and exploration behaviors of each one of the managers, and the coordination mechanisms that they carry out in the organization are studied, based on the tasks that are carried out and their incidence in a positive or negative way in the organization. The scale used for the case study of exploration and exploitation behaviour is an adaptation of the scale of (Rosing et al., 2011) about examples of ambidextrous leadership behaviour and to find out what kind of coordination mechanism the organisation uses, we asked a series of determining questions to see how managers coordinate their tasks in the supermarkets.

This study of the of the German chain is carried out because it is an organization that in recent years is continuously changing, seeking excellence to increase and improve its position in the market. Furthermore, it is one of the chains that in the last 3 years has received the certificate of 'Top employer' due to the continuous improvement of the human resources strategy, focusing the employees in the center of it and contributing to create a better internal world. These six store managers are chosen for their proximity to the town where I live and are the potential supermarkets where I can work despite belonging to the Puerto de Sagunto supermarket. I would like to know if the leadership carried out by the managers of these stores is typical of ambidextrous behaviour, as I

believe that it is a source of innovation for the organisation and if not, to raise it and be able to contribute it so that the organisation can gain value with this study

This German supermarket chain in the last year 2019 has had a turnover of around 4 million euros, with a staff of more than 15,000 employees throughout Spain, distributed among more than 600 stores and the 10 logistics platforms that the company has in the country. This German chain has been operating in Spain for more than 25 years, focusing on its customers, guaranteeing business continuity through investment in technology to adapt to the market and the changes that are continuously arising, and creating new jobs to continue being one of the best companies to work for in the country, providing quality and well-being in the job.

3.2. Sample selection and data collection

The data for this study come from 6 managers of German supermarkets, from the shops of Sagunto, Puerto de Sagunto, Museros and Paiporta, belonging to the province of Valencia and La Vall D'uijó and Burriana, belonging to the province of Castellón. Three of them are women (50 percent) and three are men (50 percent). Their age is between 28 and 41 and the average age is 33.83 per cent. Three of them have a university degree (50 per cent), another two have no degree (30 per cent) and one has a vocational training degree (20 per cent).

3.3. Measuring instruments

In order to carry out the analysis and basing the questionnaire on the scale proposed by Rosing (2001), the following tables show the questions in the questionnaires that can be scored from 1 (being the least valuable) and 5 (being the most valuable, and which totally perform this function). Once the result is obtained, for each manager, the average of each one has been taken for each manager. Both the score in exploitation and in exploration are analysed, concluding that each manager is an ambidextrous leader.

Table 2. Scale of exploration.

OPENING LEADERSHIP BEHAVIOR (EXPLORATION)					
	1	2	3	4	5
It allows different ways to perform a task					
Encourages experimentation with different ideas					
Reasons to take risks					

It gives possibilities to think and act independently					
Give space for your own ideas					
Allows for errors					
It encourages learning from mistakes.					

Source 2. (Rosing et al., 2011)

Table 3. Scale of exploitation

CLOSING LEADERSHIP BEHAVIOUR (EXPLOITATION)					
	1	2	3	4	5
Monitor and control the achievement of objectives					
Establish routines					
Take corrective action					
Controls compliance with the rules					
Pay attention to the uniform fulfillment of tasks					
Sanction errors					
Sticking to the plans					

Source 3. (Rosing et al., 2011)

Continuing with the analysis of the ambidextrousness of the managers in the German supermarkets, a questionnaire is posed to the managers to find out what type of structural coordination mechanism the organization carries out based on their answers and the relationship between formalization and decision making, leading us to centralization or decentralization, having a different impact on the ambidextrousness of the organization and consequently of the managers.

Both analyses will give us the answer to the question of whether the managers are ambidextrous or which, and to consider as a source of innovation to continue guaranteeing the success of the German chain, and to continue growing in the market until positioning it as a great competitor

As we can see in table 4, the questions on which the questionnaire is focused are numbered for each of them. The questions chosen reflect the mechanisms to be studied and are based on the definitions of the structural coordination mechanisms proposed

(Carlos & Guerra, 1996) and the coordination mechanisms of (Miller, 1983) formalization and decentralization. Formal structural coordination mechanisms have been excluded, as they are less frequently used and their subject matter lacks the important data to carry out such a thorough investigation.

Table 4. Questionnaire on coordination mechanisms.

Questionnaire

- I. Level of communication with subordinates.
- II. Degree to which the manager makes decisions
- III. Level of training in the Company
- IV. How often are previous skills and knowledge taken into account?
- V. Degree to which tasks are specified.
- VI. How far the tasks are based on rules or procedures
- VII. How often do you establish pre-task results?
- VIII. Level of socialization in the Company
- IX. Degree of specialization of the tasks
- X. Degree of limitations to perform the tasks.
- XI. Capacity of lower levels to make decisions

Source 4. Self-made

The procedure for knowing which mechanisms managers choose for the coordination of tasks is measured in the response rate.

4. CASE STUDY. GERMAN SUPERMARKET CHAIN

Once the theoretical framework has been presented, the concepts are applied to a company operating in the labour market. The concepts studied are applied to a supermarket chain with great impact on the food industry.

4.1. Company presentation.

The German supermarket chain are a joint-stock company whose main activity is retailing. It is mainly a discount store, and sells its products under the motto 'quality is not expensive', reflecting that the low cost of its products is not due to their low quality.

The German supermarket has been present in the Spanish market since 1994, achieving a position in it with more than 600 stores, a staff of 15,000 people, and has 10 logistics platforms to date. Its career is backed by more than 25 years, becoming one of the main supermarket chains and contributing more to the economic development of the country.

Its products are totally local, and help the internationalization of the Spanish product.

4.2. History.

The German supermarket chain began its activity in 1930, specifically as a family business. The Schwarz family wanted to form a food wholesale distributor under the family name and for this purpose joined the family of the main German chain, owner of the fruit wholesale group. The two families joined together to create a supermarket chain under both their surnames and under this chain they opened retail stores all over Germany, but due to the Second World War they had to close down.

In 1968, Josef, the heir to the Schwarz family, wanted to return to the wholesale business with which the family had started and founded Handelshof in Germany, stores where you could find all kinds of products, but it seemed that some products did not have the expected sales so he decided in 1973, in Neckarsulm, to open a discount supermarket and put them on sale. Today, the Handelshof Group is active in 18 different markets. It offers products for the gastronomy, hotel and restaurant trade, retail, independent entrepreneurs and the self-employed.

Josef Schwarz died in 1977, and it was his son Dieter Schwarz, the current owner of the supermarket chain, who took over the inheritance and wanted to continue the discount market business. The negative connotations of the name in the supermarkets, since "brand Schwarz" means "black market", made Dieter associate again with the family that owned the fruit wholesale business, and bought the rights to the brand from them. . Only

10 years later, the German supermarket chain had more than 450 stores in Germany alone.

Around 1990, the German supermarket chain arrived on the European continent and it was not until 1994 that it began its activity in Spain, growing continuously every year. Currently, it has more than 600 stores in Spain, with around 15,000 employees and operates from 10 logistics platforms throughout Spain. It also has a new and final logistics platform located in Escúzar (Granada).

The year 2000 was a year of maximum expansion of the supermarkets, expanding their activity towards the North and East of Europe. In 2017, it crossed national borders and started its activity in the United States of America and in 2018 in Serbia. However, the American market has been a difficult market for the chain, causing great uncertainty about its time in the country. Currently, after the chain did not exceed the expectations of senior management, the chain is considered a great threat to traditional brands and is slowly gaining presence in the different states and popularity, as they learn as they grow.

4.3. Mission, vision y values.

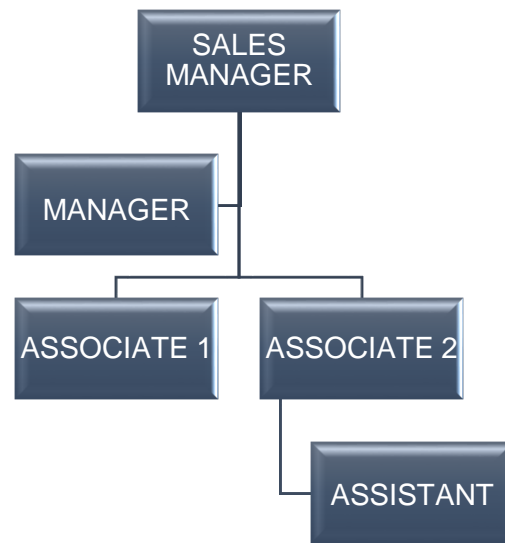
In the following picture we can see what the mission of German supermarket chain is, with the vision that the organisation has and the values on which it is based.



4.4. Organisation structure

In order to understand the position of the managers in the supermarket, the following diagram presents the organizational structure of each supermarket. Depending on the size of each supermarket, the sales they generate during the day, but valuing the accumulated data at the end of the year, the organization estimates if it needs more staff within the hierarchy that we present. The managers analyzed in this report, each one belongs to a supermarket, with different conditions and not all the supermarkets have the same middle managers and therefore the ambidextrousness can be presented in some supermarkets more than in others or even not be presented at all.

Illustration 1 Organizational structure of a German supermarket.



Source 5. Self-made

4.5. Ambidextrous at German supermarket

The following section shows the result obtained from the application of the theoretical framework in the German supermarket chain.

4.5.1. Results.

In order to know the result of the ambidextrousness of the managers, a series of questionnaires are carried out. In the questionnaires individual factors are developed in which questions about exploration and questions about exploitation are considered. To know the coordination mechanisms, we ask questions about how the tasks are organized in the supermarkets, being generally the same.

4.5.1.1. Exploration

Starting with the exploration, when managers are asked about the item 'Allow different ways of performing a task', 33.3% (2 people) actually allow different ways of performing a task; another two less than those who really allow it, and another two managers (33.3%), are in the middle position, so it is understood that, depending on the type of task to be performed, they are more permissive or, on the contrary, they opt for the rules set by the organization. They are the ones who explain the way in which a task should be carried out, without allowing the power of decision.

When managers are asked about 'Encouraging experimentation with new ideas' most of them with 50% (3 people) leave nothing explicit. German supermarkets are an organisation which follows many procedures to carry out its tasks. It is the company itself

that limits experimentation with new ideas. Only one of the managers (16.7%) allows experimentation with some ideas, and this is because sometimes when performing a task, the manager adopts some other form different from the marked procedure, but just as permissible. This is only possible due to experience in the company and experience in his position as manager.

On the other hand, five of the interviewed managers (83.3%), depending on which tasks they have to carry out, 'Motivate subordinates to take risks'. In supermarkets there is a hierarchy and not everyone can perform the same tasks. Either because of lack of knowledge, lack of time or because of the position they hold. The most complex tasks are carried out by the managers or, failing that, by the assistants, who are placed on a lower line. However, there is the assistant, who covers the tasks of both on specific occasions. When they are responsible for the shift, and are in training, managers prefer to motivate them to develop their skills to perform more complex tasks and not to tell them how to do it. In this way, they motivate them to run the risk of making mistakes and to learn from their mistakes.

However, when asked about 'The ability to act and think independently', 66.7% of the respondents (4 managers) agreed to act in this way, encouraging employees to be motivated, to increase their self-confidence, and to perform each task assigned to them. The results of the managers on this item encourage learning and promote problem solving. In relation to the previous item, employees learn from making possible mistakes and managers facilitate the learning of employees by helping them to think for themselves

In relation to this item, and analyzing the following one, 50% of the managers 'Give space for own ideas'. In the daily tasks of the supermarkets, there are decisions on the presentation and placement of different products, which for reasons of marketing, location and space of each supermarket have more sale some products or others. The managers either by the experience, by the knowledge that they acquire of other people of the company or supermarket in which they develop their functions or by their own knowledge, create new ideas and make see to the rest of the personnel of the company, that the own ideas are equal of good that those that say a procedure or another one. It is important to emphasize that there are procedures that are more flexible than others, even in some supermarkets they are more rigid than in others.

Finally, when studying 'The permissibility of errors' and if 'Encouraging learning' 50% allow them and 66.7% encourage learning. This means that the other 50% are less permissive when it comes to allowing errors since they are stricter in their position, but

with the advantage that they learn from them. By making mistakes, managers encourage learning, the search for new knowledge to improve tasks and thus their performance.

Analyzing one by one the managers and following the analysis of the exploration, we obtain the following data.

EXPLORATION

In this individual analysis of managers' ambidextrousness, by giving a rating of 1-5, the average of each manager's questions is calculated, considering about three or less, low, and about four or more than four, high.

- **MANAGER 1:** The first of the respondents obtains a low score, with an average of 3.5 points and therefore closer to 3. This is a person who has been in the company for a long time, but has not been in the position of manager for long. He or she scores high on almost every item, but does not allow for mistakes, so this manager is not inclined to scan-oriented activities.
- **MANAGER 2:** This manager is in the same situation as the previous one with an average of 3.5 points, however, he takes greater risks than the previous one by learning from the errors that may occur. He is more cautious about making any decisions, experimenting, or innovating, but he does get a higher score for letting employees act and think when performing tasks. This is a manager who belongs to the organization for a long time and has little time in the position of manager. This manager does not opt for exploration either, but finds himself in a medium situation.
- **MANAGER 3:** It is the manager who has scored the highest with an average of 4.7 points and therefore there is a clear orientation to exploration. This is a person who is in the position of manager for a short time and who has not been in the organisation for long. He tries to take risks, gives the possibility to subordinates to innovate in the tasks and procedures allowed, and also encourages experimentation, without forgetting the compliance with the rules.
- **MANAGER 4:** He is in the same situation as the first two managers with an average of 3.5 points. This manager gets higher scores by encouraging learning from mistakes, creating space for subordinates to think and encourage innovation, being more creative and increasing their skills, as it gives them room

to create new ideas. This is a manager who has been a manager for years and has been in the company for years. He is not in a position to explore, but in an intermediate position.

- *MANAGER 5*: This manager gets a score that is also high, but lower than manager 3, with 3.5 points on average. This is a person who has been a manager for almost as long as he has been in the company. He or she is innovation-oriented, since, in most items, he or she obtains a score of almost 4 on average. He or she tends to evaluate changes that arise from the market, taking risks and innovating, leaving room for employees to think and act.
- *MANAGER 6*: In this case, this manager obtains one of the highest scores above manager 5 but lower than manager 3, with an average of 3.7 points. It always allows for different ways of performing a task, taking the necessary risks involved in performing a task in different ways, and in the event of a mistake, it encourages learning from those same mistakes. This is a person who has been in the company for a long time and has little time as a manager as manager 3. There is an orientation towards exploration.

4.5.1.2. Exploitation

Another questionnaire carried out was on exploitation. When asked about 'Monitor and control the achievement of objectives' 66.7% (4 people) developed this item, however two of the managers surveyed gave a lower score. This is a consequence of the fact that two of them (33.3%), have been in the company and in the management position less time and during the first years they control more the tasks, review them thoroughly to avoid making mistakes, to show the confidence they have shown in him or her.

When asked to 'Establish routines' four of the respondents, 66.7% believe them, but not with complete certainty. Only 2 of the managers establish routines to a maximum. This is because, as mentioned above, two people have less time in the job and less knowledge of procedures, and therefore routines must be created so that tasks are not forgotten, and to be consistent.

Another of the items of the survey that has been carried out to the managers, when being asked for 'Adopting corrective measures' most of them with 66.7% have established that they do adopt them, which we translate that, before the errors, both theirs and of the subordinates in the tasks, they adopt corrective measures, and creating opportunities by making mistakes and correcting the behaviors.

In previous points we have mentioned that German supermarkets follow rules and practices, which are sometimes stricter for certain tasks, such as checkout or certain tasks, and therefore managers must follow them without leaving room for mistakes. But at other times, other procedures are more permissible. When asked about "checking compliance with rules", 83.3% of respondents check compliance with rules than the organization, leaving a small percentage that do not check at all. Only one manager surveyed actually checks compliance with each and every rule.

On the other hand, they get the same score as before when asked if they 'Pay attention to the consistent completion of tasks'. With 83.3% of the votes, the managers supervise that the subordinates fulfill their tasks in the same way, following some guidelines, and thus all give the same result on the same task. This has to do with the procedures established by German supermarkets, and it is the managers themselves, when they enter the company as new employees, who are responsible for setting the guidelines, to ensure that everyone performs the same task in the same way, such as order management, waste management, management of supermarket waste, etc.

With reference to the item 'Sanction errors', only one of the managers does not sanction the errors and it is more permissible. This can create problems in the organisation, because in the case of non-compliance with some important factor, imposes sanctions on its workers that can range from direct dismissal to dismissal of employment and salary for a certain time. The supermarket chain is an organisation that always sanctions errors, either by the manager himself, which would not be the case, or by the provincial heads or sales managers. In the event of a serious error, even if it is a large organization, the heads of sales have a radius of supermarkets under the provincial head, and they present themselves at the supermarket to know first-hand what happened. It is therefore a matter of serious concern. However, 50% of managers, in order to sanction errors, first take into account the dimension of the error and then take the appropriate measures. They do not always sanction all errors since, as we have seen in previous items, they themselves are the ones who allow certain errors in order to encourage learning. On the other hand, two managers who represent 33.3% sanction errors, but not always.

Finally, when asked if they 'stick to the plans', none of them always do. Supermarkets, like markets, are usually in a constantly changing environment. No matter how much a manager sticks to his plans, the circumstances of production, the day's sales volume, the staff available at that very moment, the economic factors that affect it for a certain time, all this translates into the impossibility of carrying out the tasks or plans that one has. The German supermarkets chain is an organization that works for productivity and

therefore plays with that variable in its day to day. Numbers are requested at the end of the month, and each supermarket plays with the hours of work and sales depending on the same day.

EXPLOITATION

When analyzing managers' behaviors in relation to exploitation, the same analysis used for exploration is carried out.

- *MANAGER 1*: In this case, the manager scored an average of 4 points on the items he was asked about. This is a manager who is very concerned about the supermarket controlling and monitoring the achievement of the objectives. In this case of the productivity that is required for the organization in general to reach its main objective. However, he gets a lower score when it comes to sanctioning mistakes. Depending on the mistake that is made, a sanction is established. It is cautious and avoids risk whenever possible. There is a clear tendency towards exploitation.
- *MANAGER 2*: Manager number 2 gets an average as does manager number 1, but with the difference that he sticks to the plans to perform any task, getting a lower score on this item. This is because he belongs to a small shop, but with a high sale, therefore, he cannot develop much more any work he has to do but stick to the established.
- *MANAGER 3*: The manager number 3, is the manager who is most oriented to the exploitation is with an average of 4.29 points. As we have mentioned, this is a person who has only been in the company for a short time and in the position under consideration. The only drawback is that he is the only person who does not sanction mistakes. This should be evaluated and taken to a more precise study.
- *MANAGER 4*: In the case of manager number four, the average is 4 points, as is the case for managers 1 and 2. In this case, he gets a lower score when it comes to sticking to plans, as he belongs to a supermarket of a larger dimension and can therefore plan in a more permissive way. It is considered that there is an orientation towards the exploitation as the rest of the managers.
- *MANAGER 5*: This manager, he also has a lower average than the rest. He averages 3.6 points. He values the items raised very highly, but not enough to

carry out opportunity research tasks. He is not considered to be exploitation-oriented.

- *MANAGER 6*: Analyzing manager number 6, we observe that he is the manager with the lowest score of all with an average of 3.57 points. He values establishing routines very much, but very little adheres to the plans he has as manager in the supermarket. In this case it is not considered that this manager has an orientation towards the exploitation.

4.5.1.3. Ambidextrous leadership.

In summary, it is concluded that, based on the data obtained from the questionnaire on the exploitation and exploration items, both managers number one, two, four and five obtain a higher average in exploitation, which translates into an orientation towards exploitation, even falling into the success trap. They would be efficient in the production processes, but would have difficulties in acquiring new knowledge and competing in the long term.

On the other hand, the number three manager would be the only one in a situation of balance between exploration and exploitation, concluding that he would be the only one who would carry out an ambidextrous leadership. This manager would encourage both behaviours in his employees, increasing or reducing the variation in their behaviour and changing them in a flexible way. He is the only one who provides an emotional balance between the employees, increasing their confidence, increasing the experimentation of ideas and avoiding the risks that may arise in the development of the tasks. It is a manager who has been in his position as a manager for a short time and has not been in the company long. This manager would be more successful in terms of encouraging innovation among his followers.

Finally, the number 6 manager, a person who has been in the organization for a long time, but little as a manager as the number 1 and 2 managers. He is a manager who tries to take risks, to look for new opportunities, but unlike the previous ones, his type of leadership would fall into the trap of failure, as he would be open to change and take advantage of opportunities, but they might not be effective enough in the whole organization and might have difficulties to develop their innovations in a profitable way.

4.5.1.4. Coordination mechanisms

Once we received the answers to the form on the ambidextrousness of the organization we observed that of the 11 questions that are posed, three of them are 100% common among managers, obtaining the highest score. When asked about the average in which the tasks are based on procedures and standards, the level of socialization of the

company and the frequency with which previous skills and knowledge are taken into account to develop the tasks, they all respond that these functions are high.

It is also noted that when asked whether managers establish the overall results of the work to be performed, 66.6% (4 people) answer that they generally do so. Only one of the managers establishes with a score of two, on a scale of 1 to 5, this question.

When managers are asked about the capacity of the lower levels in decision making, 83.3% in their answers say that they have a lot of capacity, that is, not only the manager is the decision maker. It is not only he who assumes the responsibilities of the job. In every supermarket, managers are usually on the same shift, and in their absence the assistant or deputy. When they substitute the job, their decisions are just as valid as the superior and as a rule should not be consulted with the manager. It should be noted that when it comes to a large decision, such as the dismissal of an employee, the signing of contracts, or consultations outside the logistics platforms, the manager is the visible head and the one who manages these decisions, since a single mistake can have consequences throughout the organization.

In relation to this question, when managers are asked about the degree of decision-making by managers, it is observed that 100% of the answers are less than three. None of them, and according to the position they hold, believe that they have a high level of decision-making power. At supermarket, as we have seen from the results of the previous questionnaires, the managers let the employees think and act independently so that they can develop their skills and performance, helping individual learning. The German chain is an organisation that carries out internal promotion for most of its positions. Most people who work on the logistics platforms know the supermarkets first hand, as part of their training as an employee is to develop in them and to know first-hand how the organisation works from the inside. Therefore, managers are the ones who first train the employees, delegating their responsibilities and testing their capacity for the higher positions. They are considered 'coaches' and once due to their previous knowledge, i.e. degrees in their possession, previous trainings, they apply for higher level within the organization.

Following the analysis and consequently to the above mentioned, the managers when asked about the level of training in the company, 83.3% of the votes score a 5 that the training is high. The German supermarket from the moment you become an employee and start to be part of it, provides several initial trainings, about the work developed in the supermarket, and even about the tasks to be developed.

It is the managers themselves who are responsible for providing these trainings, and even at the beginning of your development as an employee, you have a tutor and a trainee. The tutor provides help on more personal issues, and the trainer provides help on task accomplishment, showing all procedures and rules on the day-to-day tasks of the company. Therefore all managers score 100% on taking into account the previous knowledge and skills, for both cases mentioned above. On the one hand, the promotion, and on the other hand, when becoming an employee, the requirement to have training in another type of establishment in front of the public.

And finally, analyzing the level at which tasks are governed by procedures and rules, 100% of managers score them with the highest score. The German supermarket belongs to an organization where all tasks are preceded by a procedure. In the supermarket chain all of them have the same presentation of their products, in the same place, during the same period, the same offers (except for Ceuta and Melilla), the same baking system in the Bakeoff (bread dispatch), of Noodfoof (bazaar offers), and every week the procedures are sent to each store. It should be noted, that there are permanent routine procedures for managing working hours, cash count, shipping products to the warehouse or managing documentation on expiration dates or other important documentation. Hence, in the previous questionnaires, many of the managers when it came to the permissibility of tasks, not all of them allowed the tasks to be performed as one thought it was best, since only the managers who have been working for the longest time are those who, despite the established procedure, knew other mechanisms to carry them out.

As a result of this analysis, the German supermarket chain is an organization that, based on Mintzberg's (2008) structural coordination mechanisms, is excluded from coordinating tasks through direct supervision or mutual adjustment, since coordination in the organization is not carried out through the manager alone, but rather the employees are delegated responsibilities. Neither does it coordinate employees through mutual adjustment, since there is socialization and communication is very fluid; there are rules necessary for communication to be formal between middle and top management.

Therefore, given the solutions obtained and the first-hand knowledge of the organisation, the company uses the standardisation of work processes to coordinate tasks through its managers and middle managers. The coordination is done through previous routines and procedures. It should be noted that this is not as strict an organisation as we see in Taylorism, as times have changed, and not all people perform the same tasks in the supermarkets. However, there are jobs within the organisation that,

due to their previous complexity, are carried out by the same person, such as the Bakeoff or noonfood system. People are trained in each supermarket to keep track and supervise everything exhaustively.

The use of this mechanism does not determine or show factors to determine the ambidextrousness of the managers, since it does not break that routine, nor does it allow to experiment with new ways of performing the tasks, nor does it allow to take risks. It does not take into account the environment, nor does it evaluate the changes that may arise in the market about methods, technology or any other way of coordinating tasks in an organization.

On the other hand, in the German supermarket chain there is a decentralisation of decision-making and there is, as mentioned above, a formalisation of tasks. If managers are to be ambidextrous, they must cooperate in their tasks with the intermediate levels and combine their efforts. Consequently, we conclude that in German supermarkets some managers tend to be ambidextrous since the interaction between both coordination mechanisms causes a reduction in procedures, rules and codes and the opposite effect occurs.

Referring to decentralization, in case managers are involved in functional interfaces, they reduce formalization and therefore the opposite effect is produced. There will be a positive interaction effect between the formalization of a manager's tasks and his/heir participation in the functional interfaces. If this relationship had not existed, we could not conclude that German supermarkets shows tendencies of an ambidextrous organization, since the formalization of tasks, would not allow the discovery of market opportunities and the fulfillment of objectives, since they must be governed by what is established.

5. CONCLUSION

In the present project, a study has been carried out on the ambidextrousness of managers, studying what type of coordination mechanism they use and their influence, and how they lead their organization. To this end, scales have been used to find out about ambidextrousness, and to find out whether the organisation is ambidextrous. The study of managers' ambidextrousness is a more unknown field of study and is proposed to be studied from the individual level of managers. To understand and put into practice everything studied in the theoretical framework, a study is made based on an existing organization, a famous German supermarket chain.

The main objective of the study is the ambidextrous leadership of the managers and how through the coordination of the tasks proper to their position the organization can be ambidextrous. With this, it is proposed that ambidextrous leadership be a source of innovation for the organization, and go in the same direction to achieve the strategy based on people.

As we have seen in the implementation of the theoretical concepts, we have come to the conclusion that only a few studied managers in German supermarkets show typical attitudes of ambidextrous leadership. Analyzing each one of them and taking into account a series of precepts, such as the time in the company, the location of the supermarket, both in some cities more crowded than others, the exact location (most of the supermarkets that the organization owns are located in the outskirts of big cities), the sales of each store, can affect the capacity of the managers to develop the tasks, although they present typical skills of ambidextrous leadership. Above all, what most affects the attitude of German supermarket managers in carrying out their tasks are the procedures and rules governing the company. These rules or codes of conduct affect managers by limiting their ability to develop their skills.

However, another factor that favours the ambidexterity of the managers is the support that the managers of the supermarket chain look for in their lower levels. Consequently, subordinates, from a lower level down to the cashier/reseller himself, carry out functions and make decisions, allowing them to act and think on their own terms. This attitude makes employees motivated to do their job and learn from their mistakes. This measure taken by managers is typical of decentralization. It is true that the more centralized the power, the more ambidextrous the organization tends to be, but in this case the same result occurs, but with the decentralization of decision making.

This study also provides other data that affect the ambidextrousness of managers. Formalization is another variable to take into account. Normally those organizations that

coordinate themselves by many, procedures, rules or codes of conduct negatively affect the ambidextrousness of the same. These rules prevent managers from going out into the marketplace in search of ideas, from taking risks, and above all from discovering new ways or methods of doing things. This prevents the organization from innovating, and therefore may become obsolete in the market, ceasing to be competitive.

Also, it has shown that the tasks of managers, even if they are very much rule-driven, as managers belong more to the company they follow less the guidelines that the organization itself imposes. In addition, it has been shown that the tasks of managers, even if they are very much rule-driven, as managers belong to the company longer, follow less the guidelines that the organization itself imposes. It should be remembered that all German supermarkets receive a visit every week from the sales manager who controls and supervises the tasks and whether they have been carried out according to a plan that is sent to all the supermarkets in the weekly task schedule. Despite this, the company is led by managers who tend to develop ambidextrous leadership.

Decentralisation has an impact on reducing the formalisation of managers, avoiding their isolation, and helping managers to gain more knowledge of the company, either through their own knowledge, through the knowledge that comes from communicating with their subordinates, or through the knowledge that they acquire in carrying out each of the tasks.

To know exactly whether company's managers truly perform ambidextrous leadership, we should broaden the scale of questions, to know exactly the circumstances of both the manager and the supermarket in which he or she performs his or her role, i.e. individual factors and contextual factors. The latter do not depend on the manager.

A more comprehensive study could consider the cumulative volume of sales per week, month or year, its location, and the size of the sales. Not all supermarkets sell the same according to square meters. There are supermarkets that despite being small their sales volume is high, and tasks could be less regulated. As an example of the above, we present the supermarkets of Ibiza and Benicasim that are outside the object of the study, but that would be a clear example of the fact that despite the fact that the managers in these stores present characteristics typical of ambidextrous leadership, the organisation would present clear deficiencies in relation to the concept of ambidextrousness, with several managers per shift, lack of time to develop tasks, impossibility of delegating tasks to subordinates, which would cause the opposite effect to the supermarkets studied. Although the sales of the supermarkets studied are high, compared to them, it is much

lower. In this case there would be a lot of centralization of power in the managers, but they would be governed by fewer rules, causing a little flexibility of the tasks.

The German supermarket chain in a more general view, and with the few data we have for the study, could not use ambidextrous leadership as a source of innovation to compete in the market. Although it is a successful organization because of many other variables, it could not use it for the benefit of the strategy it carries out aimed at people. A more complex study would have to be carried out to really understand the effectiveness of ambidextrousness as a source of innovation, but with the data we have on the organisation, could not be defined as an ambidextrous organisation.

At the beginning of the study it is stated that the aim of the study is to find out whether this German supermarket chain is an ambidextrous organisation or not, and if the result obtained is incomplete to determine whether the organisation is ambidextrous or not, it would propose as an objective to be met in the shortest possible time. The organisation takes the views of the workers very seriously. Therefore, the organisation developed an application in which employees are informed of all the organisation's movements, news, labour agreements on the agreement and with the unions, and where they themselves exchange information with other employees. Opinions on the media are made, or where they can elaborate all kinds of questions, to be solved in the shortest time possible. Therefore, this measure will be raised with the superiors and we will try to improve the study of the ambiguity of the managers, showing it as one more news and that it is known by the whole organization.

Some digital media cite that 'To give a good answer, you have to be prepared'. And with this we answer the questions proposed in the introduction.

Organizations must be prepared to adapt to change. It is not enough to change just because the structure, strategy, rules, manage human resources differently, observe how the competition does it, etc. To improve and adapt to change, the people who manage these changes must be prepared, they must have a complete knowledge of the organization and be able to adapt to the circumstances demanded by the market. It is not valid to adapt in the short term, but there must be a long-term adaptation to stay in the market.

Why do some do it better than others? On the basis of the study carried out, we conclude that it all depends on the resources and skills that the managers or, in their absence, the people responsible for the changes have, and use them as a competitive advantage towards the competition that is increasingly stronger in the market.

Ambidextrous leadership is a good resource that the organization can use to innovate internally, as it is a way of being prepared for the changes that arise in the market in both the short and long term. It allows a balance to be achieved between activities with a short and long term vision, facilitating the search for new opportunities, organizational learning and helping to react to market threats.

In conclusion, not all the managers studied carry out ambidextrous leadership, but as a whole, the study of coordination mechanisms shows that the managers analyzed facilitate ambidextrous leadership. This is due to a number of study limitations that are found in the case study.

This study has shown us that leadership by managers could have an impact on innovation, but we cannot say for sure, as we would need to complete the much more comprehensive study on innovation in organizations and especially on whether managerial leadership would be a good resource.

Depending on the leadership that managers carry out in the organizations, they innovate in one way or another. In this case, ambidextrous management and ambidextrous leadership have been chosen, but there are many types of leadership that do not help the innovation of the organization. Sometimes they believe they are leading an organization, but they are only leading it. In the end, it turns out to be a failure of the organization.

Another limitation found in the study is the difficult access to other managers in the company, either by location or by the negativity of participating in the project.

But the great limitation found is the absence of official data, such as the number of sales, examples of procedures, official data that would have been of great help for the study. In addition, the company offers very little data about the company on websites, news, and therefore the information has been limited.

However, we conclude that the leadership developed by the managers of the German chain presents facilities of ambidexterity, and that they themselves have their own characteristics, however we must continue their study to know it with security and give a certainty.

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7. ANNEXES



EXPLORACIÓN - Formularios de Google.pdf (Línea de comandos)



EXPLOTACIÓN - Formularios de Google.pdf (Línea de comandos)



Ambidextrous Organization - Formularios de Google.pdf (Línea de comandos)