

A Literature Review on Ambidextrous Leadership to Strengthen Organizations' Dynamic Capabilities

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Abstract

Organizations operating within increasingly dynamic and volatile environments confront the perennial challenge of sustaining operational efficiency while simultaneously fostering innovation to ensure long-term competitiveness. Within contemporary leadership discourse, ambidextrous leadership has emerged as a pivotal approach for organizations to navigate an ever-changing future. This study synthesizes 21 recent scholarly works (spanning 2020–2025) to elucidate the conceptual framework of ambidextrous leadership and its role in fortifying organizational dynamic capabilities, ultimately proposing an integrative framework of the two constructs. A systematic literature review guided by the PRISMA methodology finds that ambidextrous leadership facilitates the execution of the tripartite core of dynamic capabilities: sensing, seizing, and reconfiguring. Consequently, this paper provides novel insights into the nexus between ambidextrous leadership and dynamic capabilities, transcending the conceptual isolation of these constructs prevalent in prior scholarship.

Keywords: Ambidextrous leadership; Organizational ambidexterity; Dynamic capabilities; Exploration and exploitation; Adaptive leadership.

A. INTRODUCTION

Organizations occupy a fundamental position in catalyzing economic development (Surya et al., 2021). Through continuous innovation, these entities not only address evolving market needs but also foster employment generation and macroeconomic stability. However, in recent decades, the operational landscapes for these organizations have become increasingly dynamic and uncertain due to accelerated technological disruptions (Birkinshaw & Gibson, 2004). This shifting environment, encompassing pervasive digital transformation and fluctuating consumer expectations, presents emergent hurdles that necessitate robust internal systemic and leadership adaptations (Gouda & Tiwari, 2024).

In this context, exploration emphasizes experimentation, innovation, and the pursuit of future-oriented opportunities for long-term viability. The capacity to reconcile these competing strategic demands is conceptualized as organizational ambidexterity, which underscores that sustained success depends on a synergistic balance rather than a binary choice between orientations at the organizational system level (O'Reilly & Tushman, 2008). As environments grow more volatile, sustaining this equilibrium through rigid structural or procedural mechanisms alone becomes increasingly untenable (Birkinshaw & Gibson, 2004).

Early scholarship on ambidexterity predominantly focused on organizational-level solutions, such as the formal structural separation of exploratory and exploitative units or sequential temporal shifts between innovation and efficiency (Birkinshaw & Gibson, 2004). While these frameworks offer foundational insights, they often overlook the critical role of leaders in operationalizing ambidexterity in daily practice. Recent scholars argue that ambidexterity is fundamentally a leadership challenge (Duwe, 2022), as team decision-making is profoundly influenced by a leader's recognition of current constraints and prospects, while maintaining alignment with the headquarters' strategic vision.

Ambidextrous leadership has emerged as a theoretical response to these complexities. Despite its growing prominence, existing research often examines this construct in isolation or within narrow contexts—such as specific innovation teams or digital transformation initiatives—thereby failing to provide an integrative understanding of how leadership behaviors collectively bolster organizational adaptability (Duwe, 2022). Furthermore, prior studies frequently treat ambidexterity as a static organizational outcome rather than a micro-level driver that enables sensing, seizing, and transforming activities (Birkinshaw & Gibson, 2004; Teece, 2018).

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This study identifies recurring themes, leadership behaviors, and underlying mechanisms that link ambidextrous leadership to dynamic capability development. The findings demonstrate that ambidextrous leadership should be conceptualized not as a discrete, static style, but as an organizational capability embedded within leadership practices, communication patterns, and decision-making frameworks. It functions through a constellation of interrelated behaviors, including behavioral flexibility, paradoxical thinking, sense-making, empowerment, and adaptive resource orchestration. By leveraging these behaviors, leaders enable organizations to balance exploration and exploitation within both daily operations and strategic processes, thereby facilitating the development and deployment of dynamic capabilities. The authors contend that this relationship is non-linear; it operates as a reciprocal loop in which ambidextrous leadership fortifies dynamic capabilities, and, conversely, the strengthening of dynamic capabilities enhances ambidextrous leadership within an organization.

Based on the aforementioned context, this study addresses two primary research questions and hypotheses. First, how can ambidextrous leadership be conceptualized within organizations to support the development of dynamic capabilities? The corresponding hypothesis posits that ambidextrous leadership—defined as the capability to manage the tension between exploitation and exploration—is a requisite element for sensing, seizing, and reconfiguring resources to ensure future organizational readiness. Second, what conceptual framework best elucidates the relationship between ambidextrous leadership and dynamic capabilities? The hypothesis suggests that both constructs share a mutually reinforcing relationship: ambidextrous leadership enhances dynamic capabilities, which, in turn, empower leaders to act ambidextrously, the relationship being mediated by internal resources and external environmental factors.

B. LITERATURE REVIEW

This literature review synthesizes scholarly works published between 2020 and 2025 to ensure the integration of contemporary empirical findings. Furthermore, it incorporates seminal studies from 2004 (Gibson & Birkinshaw), 2014 (Teece), and 2018 (Teece), which establish the theoretical underpinnings of Ambidextrous Leadership and Dynamic Capabilities. The following sections provide an analytical elaboration of these constructs, aiming not only to define their conceptual boundaries but also to identify significant lacunae in the existing body of research.

Ambidextrous Leadership

Ambidextrous leadership is formally conceptualized as a managerial approach that facilitates the concurrent orchestration of exploration and exploitation within an organization (Teece, 2018). Prior scholarship underscores leaders' capacity to discern situational exigencies and dynamically recalibrate their behaviors, decision-making modalities, and communication strategies to sustain operational efficiency while fostering innovation for future strategic positioning (Cheng, 2024). Consequently, this perspective shifts the analytical focus from static leadership traits to behavioral adaptability, framing leadership as a dynamic capability rather than a predetermined set of characteristics.

Preceding the discourse on ambidextrous leadership, researchers extensively examined organizational ambidexterity as a system-level construct, bifurcating the concept into sequential, structural, and contextual approaches (Birkinshaw & Gibson, 2004). Sequential ambidexterity refers to an organization's ability to alternate between exploration and exploitation over time, necessitating precise temporal management by leaders. Structural ambidexterity involves formal organizational bifurcation, in which leaders design and coordinate discrete units dedicated to either exploratory or exploitative pursuits. Finally, contextual ambidexterity denotes the organizational capacity to empower individuals and teams to exercise autonomous judgment in allocating effort between exploration and exploitation within a single unit. While these three paradigms provide critical insights into organizational design, they predominantly treat ambidexterity as a temporal or structural problem, offering a limited explanation of how leaders navigate these competing demands in daily practice. Therefore, a more nuanced investigation into ambidextrous leadership is required, particularly regarding its contribution to an organization's dynamic capabilities.

Recent empirical studies suggest that ambidextrous leadership is increasingly vital in environments defined by digital transformation and accelerated technological disruptions (Gouda & Tiwari, 2024). These studies argue that organizations must frequently manage entrenched business models alongside

emergent digital opportunities that necessitate experimentation and rapid heuristic learning. In such contexts, leadership efficacy is less about maintaining institutional stability and more about sustaining a productive tension between divergent strategic priorities. However, despite acknowledging this complexity, current research remains fragmented concerning how specific leadership behaviors collectively manifest as ambidexterity across various organizational strata (Mueller et al., 2020).

The literature identifies ambidextrous leadership as a pivotal mechanism for mediating the persistent tension between exploiting extant competencies and exploring novel opportunities—a duality central to organizational ambidexterity. Nevertheless, prior research has often examined ambidextrous leadership in isolation or within restricted contexts, failing to sufficiently integrate these behaviors into a broader, capability-based framework that connects with dynamic capabilities (Mueller et al., 2020).

Dynamic Capabilities

Dynamic capabilities are defined as an organization's capacity to intentionally integrate, build, and reconfigure internal and external resources in response to volatile environments. Distinguishable from operational capabilities, which prioritize efficiency and the execution of established routines, dynamic capabilities emphasize strategic renewal and long-term adaptability (Teece, 2014). These capabilities facilitate the dual requirement of organizational survival by enabling parallel processes of exploration and exploitation, allowing firms to refine existing competencies while simultaneously developing new ones to meet environmental shifts.

Despite the growing prominence of dynamic capabilities in strategic management discourse, the specific role of leadership in catalyzing them remains under-specified (Teece, 2014). While managers are recognized as primary agents in sensing, seizing, and reconfiguring activities, many frameworks treat leadership as a background variable rather than an explicit explanatory driver. Consequently, the micro-level processes through which leadership behaviors directly foster the development of dynamic capabilities remain theoretically underdeveloped (Teece, 2014).

In the present study, dynamic capabilities are positioned as the primary organizational outcome facilitated by efficacious ambidextrous leadership. Ambidextrous leadership influences the trajectory of dynamic capability development by shaping how organizations navigate competing strategic imperatives and allocate cognitive attention between present-oriented efficiency and future-oriented innovation. Leadership practices that foster a balanced management of exploration and exploitation are argued to be fundamental to organizational renewal, learning, and iterative adaptation (Teece, 2014, 2018). Accordingly, ambidextrous leadership serves as a critical organizational mechanism that translates strategic intent into the development of adaptive capabilities in complex, uncertain environments.

C. METHODS

Research Design

This study adopts a narrative literature review—a qualitative methodological framework designed to synthesize extant scholarship through thematic discourse rather than quantitative meta-analysis (Dekkers et al., 2022). This approach is particularly germane, given that ambidextrous leadership constitutes an evolving theoretical domain in which conceptual precision and empirical consolidation remain nascent. Rather than pursuing statistical generalizability, this study aims to critically evaluate and integrate prior research to construct a coherent conceptual understanding. A narrative review facilitates a structured yet flexible examination of diverse theoretical perspectives, leadership paradigms, and empirical findings that have yet to converge into a unified framework. To ensure methodological rigor and transparency, the study adheres to established reporting principles, specifically the PRISMA guidelines, to maintain clarity, traceability, and reproducibility throughout the review process (Mishra & Mishra, 2023).

Sampling and Units of Analysis

The primary unit of analysis comprises peer-reviewed journal articles that examine the construct of ambidextrous leadership within organizational contexts. The target population comprises scholarly inquiries into leadership behaviors, organizational ambidexterity, and their interplay with organizational adaptability and dynamic capabilities. A purposive sampling strategy was employed to ensure conceptual salience, given the overarching objective of this research: theoretical derivation rather than statistical representativeness.

Data Collection Procedure

The data acquisition process for this study meticulously follows the PRISMA protocols, which are widely recognized as a robust standard for literature reviews (Mishra & Mishra, 2023). An initial pool of 119 articles was identified through comprehensive searches across Scopus, ScienceDirect, ProQuest, and Google Scholar, restricted to English-language publications published between 2020 and 2025. Following an iterative screening process to eliminate duplicates and non-germane entries, a final corpus of 21 articles was selected for inclusion in the review.

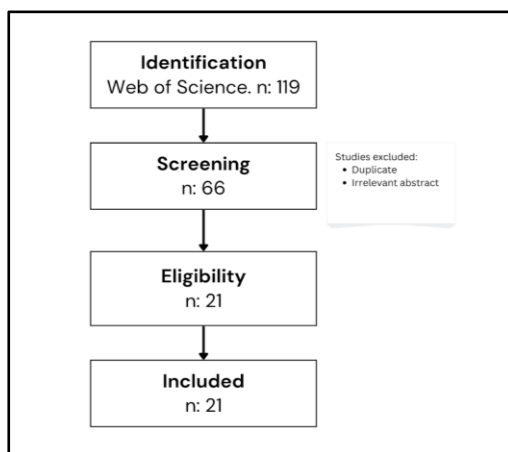


Figure 1. PRISMA-Based Article Selection Process Flowchart

During the identification phase, duplicate records indexed across multiple databases were systematically removed, in accordance with PRISMA mandates for record tracking. Explicitly irrelevant publications, including those examining ambidexterity in non-organizational milieus, were excluded at this stage. As illustrated in the flowchart above, 66 records were retained for further scrutiny. Subsequent title and abstract screening led to the exclusion of an additional 45 articles that lacked substantive relevance to the core research objectives. This screening phase aligns with PRISMA principles, emphasizing the systematic documentation of exclusion criteria to enhance transparency and reproducibility.

Analytical Corpus and Measures

Upon completion of the screening stages, 21 articles were rigorously assessed for eligibility and retained for in-depth analysis. The selection of these articles was predicated on their thematic focus on leadership, their theoretical or empirical contributions to ambidexterity research, and their explicit relevance to the dynamics of exploration and exploitation within organizational structures.

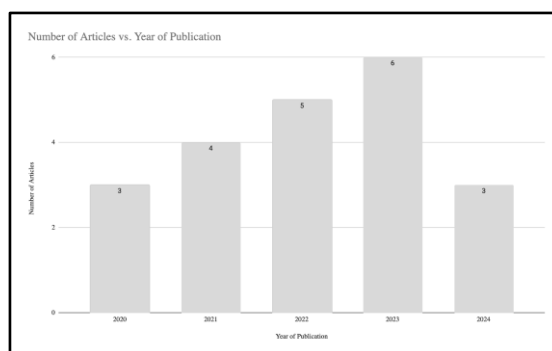


Figure 2. Temporal Distribution of Reviewed Articles (2020-2024)

The selection process is visually summarized in Figure 2 using an adapted PRISMA flow diagram, which facilitates the transparent tracking of records from identification to inclusion (Mishra & Mishra, 2023). The selected articles were systematically scrutinized to identify recurrent constructs, leadership behaviors, and explanatory mechanisms linking ambidextrous leadership to organizational outcomes. In accordance with PRISMA guidance on reporting review processes, the analytical approach prioritizes the clear documentation of how themes were distilled and integrated across the various studies.

D. RESULTS AND DISCUSSION

The analytical focus of this study was to identify the conceptualization of ambidextrous leadership in the extant literature, the organizational roles it fulfills, and the specific leadership behaviors and capabilities consistently associated with the effective management of exploration and exploitation. Consequently, the results delineate collective patterns identified across the scholarship, highlighting areas of conceptual convergence and recurring thematic emphases across diverse organizational contexts. In accordance with methodological conventions for review-based research, the findings are organized thematically to align with the research questions, ensuring a transparent, logically structured presentation of the results.

Ambidextrous Leadership as a Foundational Capability for Dynamic Capabilities

Ambidextrous leadership underscores leaders' cognitive and behavioral capacity to discern situational exigencies and recalibrate their decision-making modalities and communication practices. This flexibility facilitates operational efficiency within extant processes while simultaneously catalyzing innovation for future strategic viability (Cheng, 2024). Contemporary scholarship further posits that the salience of ambidextrous leadership is heightened in the context of digital transformation, where organizations must navigate the complexities of established business models alongside emergent digital opportunities that require experimentation and rapid heuristic learning. From this perspective, ambidextrous leadership serves as a critical driver of organizational adaptability in environments characterized by precipitous technological shifts and strategic opacity (Gianzina & Paroutis, 2025).

Research identifies several paradigms for managing the inherent tension between exploration and exploitation, namely sequential, structural, and contextual ambidexterity (Birkinshaw & Gibson, 2004). While these paradigms predominantly describe organizational configurations, ambidextrous leadership shifts the focus toward the actual processes through which leaders navigate competing strategic demands in practice (Gouda & Tiwari, 2024). This leadership approach is particularly germane in context, where leaders empower individuals and teams to reconcile efficiency and innovation concurrently in their daily operations through guidance, communication, and sense-making processes (Pfajfar et al., 2024).

The conceptual lineage of ambidexterity is rooted in early organizational learning and design theories that emphasize the structural tensions of competing demands. A seminal distinction (Kousina & Voudouris, 2023) differentiates exploration—associated with experimentation, innovation, and search—from exploitation, which prioritizes refinement, efficiency, and the execution of established competencies.

In response to the limitations of purely structural views, the literature has transitioned toward examining the behavioral and cognitive roles of leaders in mediating strategic tensions. Ambidextrous leadership is thus conceptualized as the ability to flexibly alternate between behaviors that foster exploration and those that reinforce exploitation, contingent upon situational requirements (Asif, 2020). Subsequent inquiries have refined this perspective, identifying decision-making styles, communication modalities, and sense-making capabilities as the primary mechanisms through which this balance is achieved (Cheng, 2024; Duwe, 2022). Empirical evidence also suggests that ambidextrous leadership is indispensable in environments of environmental turbulence, where organizations must sustain operational reliability while experimenting with novel technologies and business models (Gouda & Tiwari, 2024).

At the micro level, recent scholarship has scrutinized how ambidextrous leadership influences constituent behaviors and learning trajectories. Evidence indicates that ambidextrous leaders modulate innovative work behavior, employee voice, and adaptive performance by enabling individuals to navigate the dualities of efficiency and innovation (Wu et al., 2021). Similarly, leadership practices that promote paradoxical thinking and cross-boundary collaboration have been found to support adaptability within complex institutional and public-sector frameworks (Backhaus & Vogel, 2022). These findings reinforce

the proposition that ambidextrous leadership is operationalized through iterative daily interactions rather than isolated or episodic interventions.

From a strategic standpoint, these leadership processes align with the dynamic capabilities framework, which defines organizational adaptation as the capacity to integrate, build, and reconfigure resources in response to environmental shifts (Teece, 2018). Despite these theoretical advancements, the integration of ambidextrous leadership and dynamic capabilities remains fragmented. Dynamic capabilities research frequently acknowledges managers as pivotal agents, yet leadership is often relegated to a background variable rather than an explicit explanatory mechanism (Pitelis et al., 2023). Review-based studies further highlight a persistent lack of synthesis linking micro-level leadership behaviors with macro-level capability development.

Ambidextrous Leadership as an Organizational Enabling Mechanism

Beyond its role as a foundational capability, the reviewed scholarship consistently frames ambidextrous leadership as an organizational enabler that enables functionality under conditions of complexity (Duwe, 2022). Empirical evidence demonstrates that ambidextrous leadership dictates how organizations simultaneously coordinate learning, innovation, and execution (Backhaus & Vogel, 2022; Cheng, 2024). Furthermore, the literature indicates that ambidextrous leadership enables organizations to sustain a "productive tension" rather than prematurely resolving strategic contradictions (Li et al., 2023). Leaders who embrace paradox and uncertainty enable their organizations to remain agile while maintaining operational integrity. These insights suggest that ambidextrous leadership functions as a broadly applicable organizational capability rather than a context-specific solution limited to particular industrial sectors (Mueller et al., 2020).

Managing Exploration and Exploitation through Leadership Practices

A recurrent theme across the reviewed studies concerns the operationalization of exploration and exploitation through daily leadership practices (Duwe, 2022; Knight & Cuganesan, 2020). The findings consistently indicate that leaders catalyze exploration by fostering learning, experimentation, psychological safety, and cognitive openness (Cheng, 2024; Knight & Cuganesan, 2020). Conversely, exploitation is fortified through practices that emphasize discipline, coordination, standardization, and performance accountability. Several studies underscore that ambidextrous leadership operates primarily at the micro-foundational level, shaping how individuals allocate cognitive attention and interpret strategic objectives (Duwe, 2022; Mueller et al., 2020). Moreover, research on innovation outcomes suggests that ambidextrous leadership ensures sustained performance by preventing overcommitment to a single strategic dimension. While excessive emphasis on a single orientation may jeopardize long-term viability, leadership-enabled equilibrium fosters resilience and adaptability.

Ambidextrous Leadership as a Catalyst for Dynamic Capabilities

An emergent pattern in the literature is the conceptualization of ambidextrous leadership as a critical driver of dynamic capabilities. While dynamic capabilities Theory has traditionally emphasized organizational-level processes, recent studies highlight leadership behavior as the essential mechanism through which sensing, seizing, and transforming activities are enacted (Eang et al., 2023). Empirical evidence suggests that ambidextrous leadership directly influences organizational learning, strategic renewal, and resource reconfiguration (Wu et al., 2021). Leaders who encourage exploration enable the identification of novel opportunities and the challenging of extant assumptions, while those reinforcing exploitation ensure that current capabilities are refined and deployed effectively (Hunt & Madhavaram, 2020).

Furthermore, ambidexterity itself is increasingly conceptualized as a higher-order capability underpinning dynamic capabilities. In this view, ambidextrous leadership sustains adaptability by maintaining a productive equilibrium between stability and change over time (Zhou et al., 2021). Leadership thus serves as the nexus through which strategic adaptability is translated into coherent organizational action. The synthesized literature leads to several critical conclusions. First, both external environmental dynamics and internal resource configurations dictate the implementation and acknowledgement of ambidextrous leadership. This, in turn, influences how exploration and exploitation are embedded to support dynamic capabilities. Notably, this interplay manifests as a reciprocal feedback

loop rather than a linear trajectory: while ambidextrous leadership fortifies dynamic capabilities, the presence of these capabilities, in turn, strengthens the capacity for ambidextrous leadership. This relationship is further elucidated in the conceptual framework below.

Conceptual Framework: The Nexus of Ambidextrous Leadership and Dynamic Capabilities

Synthesizing the findings from the reviewed studies, the proposed framework highlights several pivotal dimensions. First, the process is predicated on context: the external environment and internal capabilities are primary drivers necessitating ambidextrous leadership (Asif, 2020). This need arises from volatile, complex external landscapes that impose conflicting demands for innovation and stability (Park, 2022). Concurrently, internal routines, leadership flexibility, and socio-psychological conditions determine the sustainability of these leadership practices (Zhang et al., 2024).

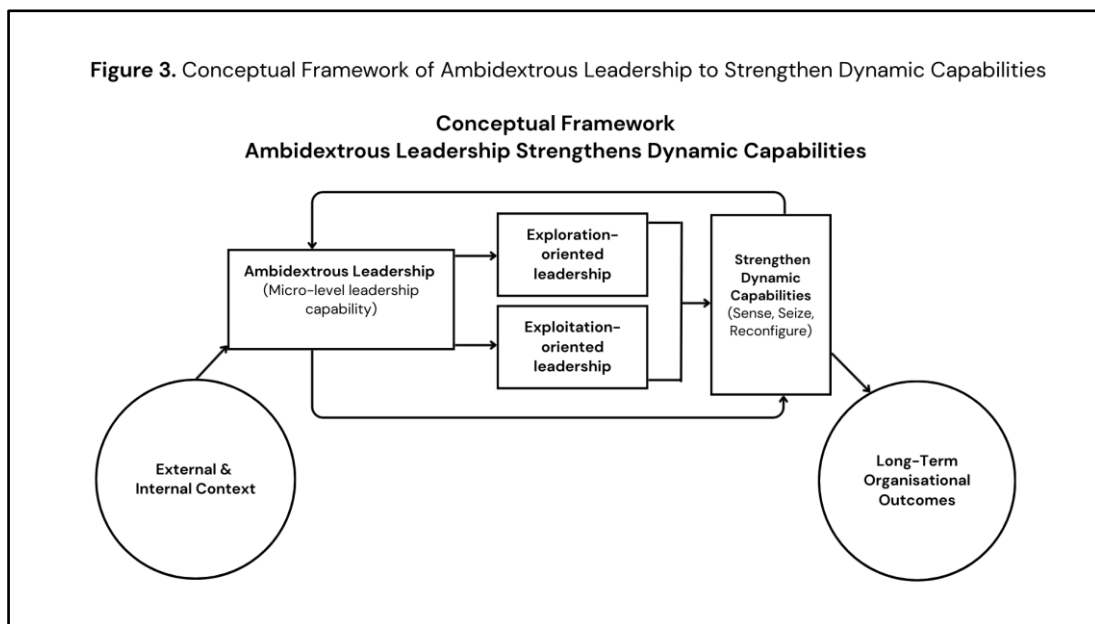


Figure 3. Conceptual Framework of the Interaction between Ambidextrous Leadership and Dynamic Capabilities

At the core of this framework, ambidextrous leadership is positioned as the primary mechanism for developing dynamic capabilities. Research indicates that this leadership approach enables organizations to navigate paradoxes between innovation and efficiency, experimentation and discipline, and stability and change (Dean, 2022). Through behavioral flexibility, leaders influence how resources are mobilized and reconfigured over time (Farzaneh et al., 2022). The framework further bifurcates leadership into exploration-oriented and exploitation-oriented pathways. Exploration-oriented leadership supports the organization's capacity to sense emerging threats and opportunities through experimentation. In contrast, exploitation-oriented leadership emphasizes refining processes, supporting the capacity to seize opportunities and execute decisions (Li et al., 2023; Park, 2022). These orientations are not mutually exclusive but are mutually reinforcing when applied in a balanced, context-sensitive manner.

Ultimately, fortified dynamic capabilities enable organizations to achieve long-term outcomes, including strategic renewal and resilience (Li et al., 2023). In this capacity, ambidextrous leadership does not replace dynamic capabilities but acts as the vital strengthening mechanism through which they are developed and sustained. The evidence supports the hypothesis that ambidextrous leadership empowers organizations to sense, seize, and transform in response to uncertainty.

Discussion

The synthesis of recent literature (2020–2025) provides compelling evidence that ambidextrous leadership is not merely a supplementary managerial trait but a fundamental micro-foundation of organizational dynamic capabilities. This discussion evaluates the theoretical implications of these findings, the emergence of the reciprocal feedback loop, and the practical significance for organizations navigating volatile environments.

A significant contribution of this study is the integration of micro-level leadership behaviors with macro-level organizational capabilities. Traditional dynamic capabilities Theory often treats "the manager" as a black box (Teece, 2014; 2018). However, our findings elucidate that the activities of sensing, seizing, and reconfiguring are operationalized through specific ambidextrous practices. By fostering psychological safety and experimentation (Cheng, 2024), leaders enable the "sensing" of market shifts. Conversely, by implementing rigorous coordination and performance accountability, they facilitate the "seizing" of opportunities and the efficient "reconfiguring" of resources. This aligns with the argument that leadership serves as the connective tissue between strategic intent and operational execution.

Contrary to linear models of organizational development, this study posits a reciprocal relationship between ambidextrous leadership and dynamic capabilities. The analysis suggests that while ambidextrous leadership acts as a catalyst for developing capabilities, the resulting organizational agility provides leaders with the necessary "resource slack" and structural flexibility to further experiment with paradoxical leadership styles (Zhou et al., 2021). This feedback loop implies that as an organization becomes more dynamic, its leadership culture inherently becomes more ambidextrous, creating a self-reinforcing cycle of adaptability. This finding challenges prior research that often views leadership as a static antecedent rather than a co-evolving element of the organizational system.

The results underscore that in the context of digital transformation, the "productive tension" managed by ambidextrous leaders is paramount (Gouda & Tiwari, 2024). The ability to maintain established, high-performing business models (exploitation) while simultaneously pivoting toward disruptive digital innovations (exploration) is the hallmark of modern competitiveness. Our review suggests that leaders who embrace paradoxical thinking—the ability to accept and harmonize contradictory demands—are more successful at sustaining long-term resilience than those who seek to resolve these tensions solely through structural separation (Li et al., 2023).

Practical Implications for Management

For practitioners, this study suggests that developing dynamic capabilities requires more than just structural reorganization; it requires a deliberate investment in "leadership ambidexterity." Organizations should move beyond traditional leadership training that emphasizes singular styles (e.g., transactional vs. transformational) and instead focus on behavioral complexity and cognitive flexibility. Leaders must be trained to recognize environmental cues that signal a shift from an exploitative to an exploratory focus, ensuring the organization does not fall into the "success trap" of overexploitation or the "failure trap" of endless experimentation.

Limitations and Future Research Directions

While this review provides a robust conceptual framework, it is limited by the qualitative nature of the synthesis and the specific timeframe of the literature analyzed. Future research should employ longitudinal empirical designs to validate the proposed reciprocal loop between leadership and capabilities. Additionally, further investigation is needed to determine how cultural contexts and organizational size moderate the effectiveness of ambidextrous leadership in fostering dynamic capabilities.

E. CONCLUSIONS

This systematic synthesis of contemporary scholarship (2020–2025) underscores that ambidextrous leadership is a critical micro-foundational mechanism that enables organizations to navigate the inherent tensions between exploration and exploitation. By integrating the leadership discourse with the dynamic capabilities framework, this study concludes that ambidextrous leadership serves as the behavioral engine for sensing, seizing, and reconfiguring. The primary contribution of this research lies in the proposal of a reciprocal conceptual framework, which posits that the relationship between leadership and dynamic

capabilities is non-linear. While ambidextrous leadership behaviors facilitate the development of adaptive capabilities, the presence of these capabilities—manifested through structural flexibility and resource slack—reciprocally empowers leaders to sustain ambidextrous practices. This feedback loop is essential for maintaining a "productive tension" that ensures both short-term operational efficiency and long-term innovative viability, particularly amid digital transformation and environmental turbulence.

Key Findings Summary

- **Conceptual Integration:** Ambidextrous leadership transcends mere leadership style, serving as a higher-order capability that operationalizes strategic intent.
- **Mechanistic Linkage:** Exploratory leadership behaviors catalyze the "sensing" of opportunities, while exploitative behaviors fortify the "seizing" and "reconfiguring" of resources.
- **Contextual Dependency:** The enactment of this relationship is contingent upon a symbiotic alignment between internal routines and external environmental dynamism.

Ultimately, this study reinforces the hypothesis that organizational readiness for the future depends on the leadership's capacity to manage paradoxes. By bridging the gap between micro-level behaviors and macro-level organizational outcomes, this framework provides a structured foundation for future empirical inquiries into the co-evolution of leadership and organizational adaptability.

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