

Ambidextrous leadership and performance of the executive management team in the aerospace organizations

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Introduction

- ▶ Today, many aerospace organizations tend to undergo structural changes and redesign their functions and priorities to meet the competitive challenges and modern needs of society and the economy [1].
- ▶ Each company is unique and has a specific structure, which requires executives who have extensive experience in their fields, and all team members to work together with internal employees and external entities to ensure the success of a company.
- ▶ Executive management is essential for the operation of a business in the aerospace organizations, as the management team implements the company's strategy, concretely sets the company's objectives, and oversees the overall success of the business. Typically, the executive management structure is most often composed of the following management functions: company vice president, chief executive officer, chief operating officer, chief information officer, chief financial officer, chief technology officer, chief marketing officer, and chief security officer [2].

Introduction

- ▶ R.B. Duncan [3] was the first researcher who introduced the term “organizational ambidexterity”, which was later explained and developed in detail by J.G. March [4].
- ▶ According J.G. March [4], exploration activity involves search, risk-taking, experimentation, and innovation, while exploitation is directly related to refinement, efficiency, implementation, and execution. The two processes can be perceived as incompatible, as both involve the use of limited resources and require different capacities within the same organizational configuration.
- ▶ J.G. March appreciated that companies that aim at exploration and exploitation simultaneously can achieve superior performance because companies that pursue exploration to the detriment of exploitation have a higher risk of having low organizational performance [4].
- ▶ In general, organizational ambidexterity refers to an organization's ability to be efficient in its management of today's business and also adaptable for coping with tomorrow's changing demand.

Research methodology

- ▶ In this study, a set of questions was proposed:
- ▶ 1. Analysis of the leadership style of the executive management team in aerospace organizations?
- ▶ 2. Which is the level of ambidexterity penetration in the aerospace organizations?
- ▶ 3. Does the executive management teams in the aerospace organizations a correct vision of the company's objectives and of the manage exploration (in terms of search, discovery, autonomy, innovation, and embracing variation) and exploitation (in terms of efficiency, increasing productivity, control, certainty, and variance reduction)?

Characteristics of the participants (n = 90)

Variable				Frequency [-]	Percent [%]
Gender	Male			54	60
	Female			36	40
Age	Male	48 to 52 years		24	44.4
		53 to 58 years		30	55.6
	Female	48 to 52 years		15	41.7
		53 to 58 years		21	58.3
Experience in leadership positions	Engineering and research	Male	1 to 6 years	12	22.2
			7 to 12 years	18	33.3
	Product design and branding	Male	1 to 6 years	9	16.7
			7 to 12 years	15	27.8
	Engineering and research	Female	1 to 6 years	9	25
			7 to 12 years	12	33.3
	Product design and branding	Female	1 to 5 years	9	25
			7 to 12 years	6	16.7

Conclusion

- ▶ Aerospace organizations need to provide technical and professional expertise, develop their organizational capacity and culture, and balance existing leadership priorities and skills to improve quality indicators in the field and move forward. In order to maintain the company's position in the face of disruptions and remain competitive in a rapidly changing complex market, we believe that the executive management team in the aerospace organizations should take a more robust approach to ambidexterity by defining an overview that involves both exploratory and exploitative behaviors. The central goal of the executive management team is to focus on creative and emotional energies throughout the company, to include all products and services offered by the company, but to legitimize and encourage creativity and future-oriented thinking. Creative tension and effervescent activity must be correlated between the units of innovation and those of core activity, and conflicts in ways that are not destructive must be channeled for mutual trust and productive relationships.