

The role of leader's social intelligence on firms' organizational ambidexterity: literature review

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Abstract

The contemporary landscape of firms is marked by an imperative to balance competing demands—simultaneously exploring new opportunities while exploiting existing capabilities. This equilibrium, known as organizational ambidexterity, is central to Firms' adaptability and longevity in an ever-changing business environment. While extensive research has probed the factors influencing ambidexterity, there remains an intriguing and largely uncharted territory—the influence of leaders' social intelligence on Firms' ability to maintain this delicate balance. This article aims to navigate this terrain, offering an extensive exploration of the intricate interplay between leadership qualities, social intelligence, and organizational ambidexterity within firms. This literature review explores the influence of leaders' social intelligence on the attainment of organizational ambidexterity in firms. Organizational ambidexterity, the simultaneous exploration of new opportunities and exploitation of existing capabilities, is critical for adaptability and competitiveness. Despite a rich literature on ambidexterity in general, literature is poor on understanding the specific role of leaders' social intelligence. Our study therefore reveals compelling insights into the interplay between leader's social intelligence and organizational ambidexterity. We discover that leaders with high social intelligence tend to create a more collaborative and innovative environment, supporting the organization's ability to explore new opportunities while exploiting existing capabilities. These leaders are adept at understanding and motivating their teams, fostering a culture of adaptability and change. We illuminate consequently the often-overlooked role of leaders' social intelligence in shaping organizational ambidexterity within firms. As these entities strive to meet diverse objectives and maintain competitiveness, our study underscores the significance of leadership qualities in achieving this balance. By bridging this research gap, we offer valuable insights that can inform decision-making strategies for Firms in a dynamic global landscape, ultimately contributing to their long-term success. This literature review, however, uses studies administered both on private and public entities to centralize information. This is due to the lack of literature relative to this subject. Future studies could develop comprehensive models of organizational ambidexterity evaluation solely designed for each category.

Keywords: Organizational ambidexterity; Social intelligence; literature review.

JEL classification : D23, O15

Type de l'article : Review article

1. Introduction

In today's rapidly evolving business environment, firms confront a unique challenge that has become increasingly problematic — the need to simultaneously explore new opportunities and exploit existing capabilities to achieve organizational ambidexterity. Organizational ambidexterity, the delicate balance between exploration and exploitation, stands as a critical determinant for the adaptability and longevity of firms in the dynamic landscape of today's business world. Extensive research has diligently probed the factors influencing organizational ambidexterity, yet a considerable gap remains unexplored - the explicit examination of the role of leaders' social intelligence in facilitating and maintaining this delicate balance. This article seeks to address this prominent gap by embarking on a comprehensive literature review. By delving into the intricate interplay between leadership qualities, social intelligence, and organizational ambidexterity, we aim to shed light on the nuanced dynamics at play, particularly within firms. The problematic nature of this gap becomes apparent as we realize the insufficient attention paid to the profound influence that leaders' social intelligence wields over an organization's ability to achieve and sustain organizational ambidexterity.

The literature review conducted within this article uncovers compelling insights into the intricate relationship between leaders' social intelligence and the achievement of organizational ambidexterity in firms. Leaders equipped with high social intelligence exhibit a remarkable ability to cultivate collaborative and innovative environments, thus empowering their organizations to proficiently explore new opportunities while capitalizing on existing capabilities. This starkly highlights the problematic oversight in prior research, as the specific examination of the role of leaders' social intelligence, has been conspicuously absent. This article endeavors to rectify this problematic oversight by placing a spotlight on the often-neglected significance of social intelligence and its profound impact on shaping organizational ambidexterity in firms. By delving into this specific aspect, the article contributes nuanced perspectives to the existing body of knowledge, offering valuable insights that can inform strategies and practices within enterprises. This correction of the problematic gap in research serves not only to enrich our understanding of the subject but also to provide actionable insights for leaders navigating the intricate balance of exploration and exploitation in their organizations.

The findings of this literature review hold significant implications for decision-making strategies within enterprises, emphasizing the critical role of leadership qualities, especially social intelligence, in achieving this delicate balance. However, it's crucial to acknowledge that this literature review amalgamates studies conducted on both private and public entities to centralize information, reflecting the problematic scarcity of specific literature on social intelligence within the context of firms. Looking forward, addressing this problematic issue requires future studies to adopt a more granular approach, focusing on developing comprehensive models of organizational ambidexterity evaluation specifically tailored for each category of firms. This targeted research direction holds the potential to yield more nuanced and sector-specific insights, effectively addressing the problematic gap in current literature. By delving into the intricacies of social intelligence within enterprises separately, researchers can contribute significantly to the depth of knowledge in each sector. Such specialized models would not only enhance our understanding of the unique challenges and opportunities faced by different types of firms but also provide tailored recommendations for optimizing social intelligence to achieve organizational ambidexterity.

In essence, the call for future studies to refine and customize models for organizational ambidexterity evaluation in different firm categories is crucial for advancing the field. It would not only strengthen the empirical foundation of the relationship between social intelligence and ambidexterity but also offer more targeted and actionable recommendations for leaders in both

private and public entities, thus addressing the problematic oversight in the existing body of research.

2. Research methodology

In this section, we provide a detailed account of the methodology employed in conducting the documentary analysis on the influence of leaders' social intelligence on organizational ambidexterity within firms. The methodology encompasses the systematic collection and meticulous processing of relevant articles to ensure a comprehensive exploration of the research questions. Our data collection process involved a thorough search across reputable academic databases, including Elsevier and Google Scholar. The search terms used were carefully crafted to capture articles addressing the intersection of leadership, social intelligence, and organizational ambidexterity within both private and public entities. The time frame for article selection was set to ensure the inclusion of contemporary research, considering studies published within the last decade and taking into consideration the limited number of articles that treat the same subject as ours.

Articles were included based on their relevance to the specific focus of the study. Inclusion criteria encompassed articles that directly addressed the relationship between leaders' social intelligence and organizational ambidexterity for the discussion. Studies exploring related concepts, such as leadership qualities or organizational adaptability, were also considered if they contributed insights to the overarching theme. Articles denying any relation between both variables were excluded since we are trying to answer a question on how socially intelligent leaders impact their organizations' ambidexterity. The selected articles underwent a meticulous analysis process. Key themes, findings, and methodologies from each article were systematically extracted and synthesized to derive meaningful patterns and insights. The analysis focused on identifying recurring themes related to the impact of leaders' social intelligence on fostering organizational ambidexterity. The synthesis of findings aimed to construct a cohesive narrative that illuminates the nuanced interplay between leadership qualities, social intelligence, and organizational ambidexterity.

To ensure the robustness of our analysis, each selected article underwent a quality assessment based on established criteria for evaluating the rigor of academic research. This step aimed to filter out studies with methodological limitations and uphold the reliability and validity of the synthesized insights. Throughout this process, we maintained a commitment to transparency by clearly documenting our search strategy, inclusion/exclusion criteria, and analytical approach. This transparency serves to enhance the reproducibility of our study and instill confidence in the reliability of our findings.

By adhering to these methodological steps, we aimed to conduct a rigorous and systematic documentary analysis that contributes valuable insights into the role of leaders' social intelligence in shaping organizational ambidexterity within firms.

3. Theoretical Framework

3.1. Organizational ambidexterity

Survival and adaptation are critical for firms in the face of change, but not all firms are able to successfully navigate these challenges. The key lies in a firm's ability to balance the exploitation of existing assets and positions with the exploration of new technologies and markets. This balancing act, often referred to as ambidexterity, is central to an enterprise's long-term survival (Helfat & Raubitschek, 2000; W. Zhang et al., 2022).

Exploitation focuses on efficiency, productivity, control, and variance reduction, while exploration involves search, discovery, autonomy, innovation, and embracing variation. Ambidexterity entails successfully doing both. However, trade-offs are necessary to achieve this balance, and firms often lean towards exploitation due to positive local feedback, such as

customer demand and profits (McGuinness, 2016; Naldi et al., 2019; Wen et al., 2021). This bias towards exploitation can lead to short-term dominance but eventual obsolescence and failure (Tan et al., 2022).

Exploratory efforts are more uncertain and pose a threat to existing organizational units, making firms less effective at exploration and more vulnerable to technological and market changes (Lin et al., 2022). Absolutely, the notion of dynamic capabilities is paramount for firms aiming to thrive in a rapidly changing business landscape. Dynamic capabilities encompass a set of distinct skills, processes, procedures, organizational structures, decision rules, and disciplines that collectively empower leaders to navigate uncertainties, identify emerging threats and opportunities, and strategically reconfigure assets accordingly. In essence, these capabilities enable organizations to adapt and evolve in response to the evolving external environment. Leaders with a keen focus on dynamic capabilities are better equipped to anticipate and respond to shifts in the market, technological advancements, and other external factors. This proactive approach allows firms to not only weather challenges but also seize opportunities for innovation and growth. The dynamic capabilities framework emphasizes the importance of organizational flexibility, learning, and agility, fostering a culture that values adaptation and continuous improvement. In the context of organizational ambidexterity, dynamic capabilities play a crucial role. Leaders need the agility to balance exploration and exploitation, identifying new possibilities while optimizing existing resources. This strategic flexibility is vital for firms seeking to maintain a competitive edge and ensure long-term success in today's dynamic and ever-changing business environment (Chen et al., 2022; M. Zhang et al., 2023).

Several existing theories and models relate to leadership and social intelligence in the context of organizational ambidexterity. Research identifies transactional and transformational leadership as influential antecedents of organizational ambidexterity (OA) (Junni et al., 2015). Transactional leadership involves an exchange relationship, with followers receiving rewards for compliance, while transformational leadership motivates followers to achieve high performance (Pertusa-Ortega & Molina-Azorín, 2018) through transforming attitudes, beliefs, and values (Kalsoom et al., 2018). Scholars have associated transformational leadership with exploratory challenges and transactional leadership with exploitative activities (Bakker et al., 2023).

In summary, this theoretical framework identifies and explains the key concepts related to organizational ambidexterity, leadership qualities, and social intelligence. It also discusses the theoretical foundations of organizational ambidexterity and its relevance to firms. Finally, it explores the existing theories and models related to leadership and social intelligence and their role in facilitating and maintaining organizational ambidexterity. Achieving long-term success requires firms to not only have operational capabilities to compete in existing markets but also the ability to recombine and reconfigure assets and organizational structures to adapt to emerging markets and technologies. This strategic perspective emphasizes the importance of dynamic capabilities in effectively coordinating and deploying internal and external competencies, allowing firms to respond timely and flexibly to changing market demands.

3.2. Social intelligence, an important skill for leaders

Social intelligence, a vital skill for leaders, has roots dating back to early conceptualizations by Thorndike and Stein in 1937. Researchers like Cherniss (2010) have further defined Social Intelligence (SI) as the capacity to interpret others' emotions and navigate social situations adeptly. Aligned with Social Competence (SC), as described by Hedlund and Sternberg (2000) and Baron et Markman, (2003), SI is crucial for success in social interactions. Goleman (1996) expanded on this by introducing the concept of Emotional and Social Intelligence (ESI), encompassing traits like passion, self-restraint, perseverance, and overall persona. Cherniss

(2010) emphasized that social intelligence involves being aware of the timing and manner in which we convey emotions, coupled with self-restraint.

This nuanced understanding of social dynamics and effective interpersonal skills, as highlighted by (Arghode, 2013), is at the core of social intelligence. Leaders with social intelligence possess heightened awareness of social cues, enabling them to interpret non-verbal signals such as body language, facial expressions, and tone of voice. This awareness forms the basis for accurate assessments of others' emotions and intentions.

Taking inspiration from real-life cases, leaders such as Satya Nadella (Microsoft), Sheryl Sandberg (Facebook), and Mary Barra (General Motors) provide compelling examples of how social intelligence positively impacts organizational dynamics. Satya Nadella as CEO transformed Microsoft's culture by emphasizing collaboration and open communication. His approachability and empathetic leadership style contributed to a more innovative and growth-oriented company. Nadella's social intelligence played a pivotal role in Microsoft's resurgence as a technology leader. Sheryl Sandberg, the COO of Facebook, is an advocate for diversity and inclusion. Her focus on work-life balance and gender equality, along with an emphasis on empathy, has fostered a positive workplace culture. This entails not only expressing oneself clearly but also actively listening and responding thoughtfully. Socially intelligent individuals navigate conversations with finesse, respecting diverse perspectives. Conflict resolution is a strength of socially intelligent individuals (Herzig et al., 2019). They excel in diplomatically addressing disagreements, finding common ground, and fostering compromise, contributing to harmonious relationships. This inclusive leadership, rooted in social intelligence, has contributed to Facebook's success and its reputation as a forward-thinking company. Mary Barra, as the CEO of General Motors, prioritized employee engagement and a culture of transparency. Her socially intelligent leadership style has contributed to a motivated and committed team. By excelling in conflict resolution and diplomatic addressing of disagreements, Barra has fostered harmonious relationships within the company.

Social intelligence encompasses empathy, a central pillar signifying the ability to comprehend and share the feelings of others (Bag et al., 2021). This capacity to empathize fosters deeper connections and facilitates more meaningful communication. Adaptability is another hallmark of social intelligence. Socially intelligent leaders can adjust their behavior and communication style to suit diverse social contexts, contributing to smoother interactions and collaboration. Effective communication is intertwined with social intelligence, involving clear self-expression, active listening, and thoughtful responses. Socially intelligent individuals navigate conversations with finesse, respecting diverse perspectives. A key aspect of social intelligence is perspective-taking, enabling individuals to see situations from multiple viewpoints. This nuanced understanding enhances their ability to navigate complex social dynamics with consideration and inclusivity. Building and maintaining relationships is a natural outcome of social intelligence. Individuals with high social intelligence, in personal and professional spheres, establish connections based on trust, mutual respect, and effective communication.

Leadership skills often emerge in socially intelligent individuals, who can inspire and motivate others by understanding team members' needs and motivations, thereby creating positive and collaborative environments. In essence, the development of social intelligence involves cultivating self-awareness, honing empathy, and practicing these skills in diverse social contexts. The result is a rich set of interpersonal abilities that contribute to successful relationships and effective collaboration in various aspects of life. Examining real-life examples, leaders like Satya Nadella (Microsoft), Sheryl Sandberg (Facebook), and Mary Barra (General Motors) have demonstrated the positive impact of social intelligence on company culture and performance. Through their approachability, inclusive leadership, and focus on stakeholder engagement, these leaders have showcased the power of social intelligence in fostering success.

3.3. Hypothesis of research and research framework

In the dynamic landscape of contemporary business, the survival and adaptability of firms hinge upon their ability to strike a delicate balance—exploiting existing assets while exploring new technologies and markets. This equilibrium, referred to as organizational ambidexterity, is crucial for an enterprise's long-term viability (Helfat & Raubitschek, 2000; W. Zhang et al., 2022). This article will delve into the theoretical foundations of organizational ambidexterity, dynamic capabilities, and the nuanced interplay between leadership social intelligence, aiming to enrich our understanding of the factors influencing firms' ability to navigate the challenges of a rapidly changing environment. To exploit this subject, we suppose the following hypothesizes :

- *Hypothesis 1:* Leaders with high levels of social intelligence will positively impact organizational dynamics, fostering a culture of collaboration, innovation, and adaptability.
- *Hypothesis 2:* The development of social intelligence in leaders contributes to effective conflict resolution, promoting harmonious relationships within the organization.

Theses hypothesizes will be answered through the conduction of a documentary analysis on the influence of leaders' social intelligence on organizational ambidexterity within firms.

4. Discussion : The role of leader's social intelligence in achieving organizational ambidexterity

The evolving nature of the organizational landscape introduces complexities in managing activities related to organizational ambidexterity (OA). Effectively developing and managing both exploration and exploitation becomes a critical responsibility for organizational leadership. Leadership, described as a process of social influence, highlights the importance of leaders seeking aid and support from others to achieve common tasks (Alamsjah & Yunus, 2022). Despite the acknowledged importance of leaders in fostering ambidexterity, a gap exists in research regarding the role of leaders' social intelligence (LSI) in this context (Junni et al., 2015). LSI, defined as the ability to understand and act appropriately based on others' feelings, thoughts, and behaviors, is seen as a set of interpersonal competencies that inspire others to be effective (Roth & Corsi, 2023). The two primary characteristics of LSI, social awareness and relationship management, align with qualities found in both transformational and transactional leadership behaviors, including empathy, attunement, developing others, and teamwork.

Building on this, the discussion argues that a socially intelligent leader can be viewed as an ambidextrous leader, associating micro-level leadership behaviors with macro-level organizational ambidexterity activities. This perspective supports the idea that ambidextrous organizations require ambidextrous leaders (Mom et al., 2019). However, the influence of socially intelligent leaders on organizational ambidexterity extends beyond personal characteristics; it is also shaped by their strategic preference for exploration or exploitation. In contexts where resources are limited, socially intelligent leaders play a pivotal role in emphasizing exploration for long-term growth while strategically balancing the necessary focus on exploitation for short-term survival. By activating their relationship management and social awareness skills, socially intelligent leaders create innovative organizational climates that favor exploration over exploitation activities (Calaguas & Dizon, 2011).

The discussion highlights three key messages: Firstly, the characteristics of social awareness and relationship management of the top leadership team are essential for successfully developing exploration and exploitation, aligning with the upper echelon perspective (Alghamdi, 2018). Secondly, the continuous and constructive relationship between leaders and employees is crucial for successfully implementing exploration and exploitation, in line with the theory of behavioral integration (Stokes et al., 2015). Thirdly, during periods of high

environmental changes, ambidextrous leaders tend to favor exploration over exploitation activities (Boyatzis & Goleman, 2017).

However, it is imperative to acknowledge that the arguments presented in favor of the impact of social intelligence on organizational ambidexterity lack appropriate empirical investigation, as highlighted by Junni et al. (2015). While the theoretical framework suggests a strong connection between leaders' social intelligence and the organizational ability to balance exploration and exploitation, empirical evidence is essential to substantiate these claims. Future research endeavors should delve into comprehensive studies to explore and validate the influence of leaders' social intelligence on organizational ambidexterity. By employing empirical methodologies, researchers can provide valuable insights into the nuanced dynamics of the discussed theoretical framework.

Furthermore, it is essential to recognize that it's not solely the characteristics of socially intelligent leaders that influence organizational ambidexterity. The strategic preference for either exploration or exploitation also plays a pivotal role in shaping the ambidextrous nature of an organization. This preference is intricately influenced by a myriad of internal and external factors, guiding leaders in making strategic decisions regarding the delicate trade-off between exploration and exploitation practices.

In the context of small and medium-sized firms, where resources are often limited, leaders face distinct challenges. In such scenarios, leaders may prioritize exploration for long-term growth prospects, aiming to discover new opportunities and innovate. Simultaneously, they may engage in exploitation practices to ensure short-term survival by optimizing existing resources and capabilities. Understanding how socially intelligent leaders navigate these strategic choices in the face of resource constraints can provide valuable insights into the complex interplay between social intelligence, leadership strategy, and organizational ambidexterity.

The pivotal role of socially intelligent leaders in optimizing organizational resources and cultivating long-term innovative climates that foster exploration is undeniable. Three fundamental messages surface from this perspective. Firstly, the social awareness and adept relationship management skills of the top leadership team are indispensable prerequisites for the successful development of both exploration and exploitation strategies. The ability to navigate intricate social dynamics, understand diverse perspectives, and foster collaboration lays the foundation for effective exploration and exploitation. Secondly, the establishment and sustenance of continuous, constructive relationships between leaders and employees are imperative for the successful implementation of organizational strategies. Socially intelligent leaders, by virtue of their interpersonal skills, can create an environment where open communication, mutual trust, and shared understanding thrive. Such relationships form the bedrock for executing exploration and exploitation initiatives, ensuring alignment with organizational goals and objectives. Thirdly, it is observed that during periods of heightened environmental changes, ambidextrous leaders tend to prioritize exploration activities over exploitation, as noted by (Birkinshaw et al., 2016). This strategic preference aligns with the need for adaptability and innovation in dynamic environments. However, it is essential to underscore that these observations lack appropriate empirical investigation concerning ambidexterity, underscoring the imperative for further research. While the conceptual framework provides valuable insights, empirical validation is crucial to solidify these arguments and enhance our understanding of the intricate relationship between social intelligence, leadership dynamics, and organizational ambidexterity. Future research endeavors should focus on empirically substantiating these propositions, thereby contributing to a more robust understanding of the role of socially intelligent leaders in shaping organizational strategies for exploration and exploitation.

In summary of this discussion, organizational ambidexterity (OA) is a delicate equilibrium that requires a nuanced understanding of the interplay between leaders' social intelligence and the

organization's ability to navigate exploration and exploitation. Social intelligence, defined as the ability to comprehend others' emotions, thoughts, and behaviors, plays a pivotal role in shaping the dynamics within firms (Balboni et al., 2019).

- **Creating a Collaborative and Innovative Environment**

Leaders with high social intelligence contribute significantly to the organizational climate (Solís-Molina et al., 2018). Their ability to understand and connect with individuals fosters collaboration and innovation within the workplace. Socially intelligent leaders create an atmosphere where diverse perspectives are valued, and employees feel encouraged to express their ideas. This collaborative environment becomes a breeding ground for innovation (Rosing & Zacher, 2017), as individuals with varying insights collaborate to explore new possibilities.

- **Supporting Exploration and Exploitation**

Social intelligence is a catalyst for leaders in supporting the organization's dual capability of exploration and exploitation (Swift, 2016). By understanding the nuances of interpersonal relationships, socially intelligent leaders can navigate the complexities of exploring new opportunities while simultaneously exploiting existing capabilities. This nuanced understanding enables leaders to guide the organization through the intricacies of both activities, contributing to the overall ambidextrous capability (Swart et al., 2019).

- **Understanding and Motivating Teams for Adaptability**

Socially intelligent leaders excel in understanding the motivations and aspirations of their teams. This understanding goes beyond mere acknowledgment of individual differences; it involves a deeper appreciation of the emotional and psychological factors that drive team members. Armed with this insight, socially intelligent leaders can effectively motivate their teams, fostering a culture of adaptability and change (Birkinshaw et al., 2016). This adaptability is crucial for organizations seeking to remain agile in the face of evolving challenges.

- **Illustrating Positive Impact through Examples and Case Studies**

Concrete examples and case studies serve as compelling evidence of the positive impact that leaders with high social intelligence can have on organizational ambidexterity (Swart et al., 2019). For instance, a socially intelligent leader may implement collaborative initiatives that lead to breakthrough innovations, showcasing the practical application of their skills. Case studies can highlight instances where a leader's understanding of team dynamics and motivations has directly contributed to the organization's successful exploration of new opportunities and exploitation of existing capabilities (Swift, 2016).

This literature review delves into the organizational mechanisms that facilitate exploitation within firms, focusing on three key components: training, performance management (Pertusa-Ortega & Molina-Azorín, 2018), and knowledge management (Baškarada et al., 2016). Training programs are recognized for instilling an expectation of exploitation within organizations, building on proven lessons and fostering confidence in goal attainment. Performance management is highlighted for enforcing standards, balancing diligence and empathy, and motivating staff. Rigorous knowledge management processes, particularly in defense contexts (Balboni et al., 2019), play a pivotal role by capturing and applying lessons learned, contributing to the overall effectiveness of exploitation. Together, these components emerge as crucial factors in achieving organizational objectives and promoting reliability and efficiency.

In conclusion, leaders' social intelligence is a dynamic force that intricately influences firms' organizational ambidexterity. By creating collaborative environments, supporting dual capabilities, understanding and motivating teams, and providing real-world examples, this

discussion underscores the profound impact of social intelligence on organizational success in a rapidly changing business landscape.

In the dynamic terrain of modern organizations, the role of leaders with high social intelligence in shaping organizational ambidexterity is a captivating conversation (Baškarada et al., 2016). Picture leaders not just as figures at the helm but as orchestrators of an intricate dance within the leadership team, showcasing an extraordinary understanding of the nuances of interpersonal dynamics. As these leaders' step onto the stage, they cast a spotlight on the importance of creating an inclusive environment that celebrates diverse perspectives. The dialogue they foster within the team isn't just about discussions; it's an ongoing exchange, characterized by active listening that delves deep into the pool of ideas and concerns circulating among team members. This keen awareness of interpersonal relationships is not a mere theoretical concept; it's a lived experience that permeates the organizational culture. The leaders, armed with social intelligence, curate an atmosphere of collaboration and innovation, where diverse perspectives are not just acknowledged but valued. The ongoing narrative they weave isn't just about managing relationships; it extends to understanding individual motivations, setting the stage for the cultivation of a dynamic culture—one that's adaptable and primed for change.

Yet, the discussion doesn't stop there. These socially intelligent leaders also exhibit a talent for diplomatically resolving conflicts (Burrell Nickell & Roberts, 2014), contributing to the harmonious symphony of relationships crucial for achieving organizational ambidexterity. This isn't just about balancing exploration and exploitation; it's a strategic dance that fortifies the organization's adaptability and competitiveness. In essence, the conversation around the characteristics of social awareness and team relationship management becomes a powerful narrative shaping the organization's resilience in the ever-evolving business landscape.

5. Conclusion

In conclusion, this article has undertaken a comprehensive exploration of the pivotal role played by leaders' social intelligence in not only achieving but also sustaining organizational ambidexterity within firms. Through an exhaustive literature review, we have underscored the significant impact of social intelligence in facilitating a delicate balance between exploration and exploitation, thereby fostering adaptability and enhancing competitiveness. The insights derived from this study hold the potential to guide decision-making strategies and contribute to the long-term success of firms navigating the challenges of an ever-evolving business landscape.

It is noteworthy that research on firms' ambidexterity, particularly in the context of Morocco, is an area yet to be fully explored. As evidenced by this literature review, socially intelligent leaders possess the unique ability to enhance a firm's capacity to navigate the complex interplay between exploiting existing capabilities and exploring new opportunities. These skills, as illuminated in the context of this study, could prove instrumental in supporting Morocco's aspirations to modernize its economy. As the nation seeks to position itself on the forefront of economic development, the cultivation and recognition of social intelligence among its leaders may play a crucial role in achieving and sustaining organizational ambidexterity, thus contributing to the overall progress and competitiveness of Moroccan firms in the global arena.

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