

**The Research Centre of the Faculty of Economics**  
cordially invites you to a research seminar  
on **Thursday, 12<sup>th</sup> May 2016 at 1 p.m.** in room **P-212** at the  
**Faculty of Economics, University of Ljubljana**

Author: **Juani Swart, Associate Dean Faculty, Professor of Human Capital,  
School of Management, University of Bath**

will present the article:

**"Who does what in enabling ambidexterity?  
Individual actions and HRM practices"**

“In this paper we explore how ambidexterity, the simultaneous pursuit of exploration and exploitation, is enabled. The research to date has been dominated by theoretical approaches and we know little about how ambidexterity is enacted and in particular the individual actions that underpin it. In addition there is limited work on which actions are related to particular roles and specifically the level of seniority of the role. We address these gaps by asking: Which actions are undertaken by employees at particular levels in the organization to enable ambidexterity? In order to answer this question we draw on previous research to construct relevant measures of individual actions and ambidexterity. The findings indicate that senior employees use three particular actions, i.e. ‘integration’, ‘role expansion’ and ‘tone setting’, whilst employees with specialist knowledge about their clients use ‘gap filling’ to enable ambidexterity. We also find that the individual action of integration explains the most variance in ambidexterity. This holds particular implications for the way in which HRM practices can support ambidexterity in so far as it indicates how organizations should resource projects, design roles, develop and reward employees to enable ambidexterity.”

You can register for the free seminar by phone (01) 58-92-490, or via e-mail:  
[research.seminars@ef.uni-lj.si](mailto:research.seminars@ef.uni-lj.si) by Wednesday, 11<sup>th</sup> May 2016.

You can find all information regarding future research seminars on following link:  
[http://www.ef.uni-lj.si/raziskovanje/seminarji\\_in\\_konference](http://www.ef.uni-lj.si/raziskovanje/seminarji_in_konference)

**We look forward to seeing you!**