



# Managing 'Human Resources' by Exploiting and Exploring People's Potentials: 37 (Research in the Sociology of Organizations)

*Mikael Holmqvist, Andre Spicer*

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Organizations are under constant pressure to be ambidextrous. They must both be able to exploit existing processes, routines and systems at the same time as they must engage in exploration through playfulness, relaxed control and experimentation. The dilemma for organizations is a familiar one. But we know little about the human costs and challenges of ambidexterity. In this volume we explore the impact of ambidextrous organizations on individuals' working lives. An international group of students of organizations and management analyze how employees are required to follow routines at the same time as they are expected to break these routines. The authors explore, amongst others, how the individual dilemmas of ambidexterity play out in the lives of precarious work, online communities, management consultants, workers in the automotive industry, and consumers of pop-management books in the US. The result is a rich and fascinating picture of individuals whose working lives are made up of a continued tension and struggle between the quest to be exploitative and explorative, and thus to remain an attractive and employable subject on the labour market.



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