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Table 3: A Conceptual Framework for The Interaction of Resilience, Explorative and Exploitative Aspects within Organizational Ambidexterity

Exploitative-normative	Explorative-critical	Illustrative data and events Resilience Counterpoints Interact at the Exploitative-Explorative Transition Boundaries
Aspect: Exploitative-Explorative Frame of Reference		
<p><u>Exploitative-normative casting:</u></p> <p>Normative – modernistic Views itself as <i>the</i> approach to managing organisational contexts.</p> <p><i>Rhetoric narrativizes and triumphalises performance and well-being:</i></p>	<p><u>Explorative-critical casting:</u></p> <p>Critical perspective informed - Views itself as offering alternatives to the rhetoric of managerialism.</p> <p><i>Scepticism questions narratives and offers counter narratives</i></p>	<p><u>Exploitative-normative mode:</u> (Exhortations to be resilient)</p> <p>QGO: <i>‘Yes, we must make the organisation the leading one in the country’</i> [CEO-QGO].</p> <p>MILORG: <i>‘We must do this [mission] for the honour of the regiment’.</i> [Base Commander]</p> <p>QGO: <i>‘We all need to be positive about this’</i> [QGO Senior management statement about evidently challenging situation]</p> <p><i>‘Let’s all shine’.</i></p> <p><i>‘We are going to be, and indeed we are, a world class organization!’</i></p>

		<p>[QGO Senior manager].</p> <p><u>Explorative-critical mode:</u></p> <p>QGO: <i>'We seem to be forgetting original thinking in all of this'.</i> [Consultant – QGO]</p> <p>MILORG:</p> <p><i>"I know in the past (resilience through historical precedent) we have tackled this situation in a particular way, but maybe it's time for something new".</i> [Young Officer]</p> <p>QGO (Resilience through resistance) <i>'If I hear one more speech about being positive and upbeat I will scream. It just seems to be a silly game that the in-crowd are playing with the managers'.</i> [QGO - Employee]</p> <p>MILORG: (Resilience through humor and scepticism) <i>'I guess we will be playing 'buzz-word bingo' again when 'the boss' [sic: the commander] briefs us.'</i> [Young Non-Commissioned Officer]</p>
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Aspect: Structure and Form

Exploitative-normative casting:

A unitary and mission-led perspectival culture dominates shaped and led by management. This approach sees its mission as keep performance indicator (KPI) and target led primarily.

Managerially asserted power and authority interface with resistance from both employee and intra-managerial political groups

Explorative-critical casting:

Individual/self-organising groups – more rhizomatically forming and reforming – casts performance as a relative concept. Performance and objectives are set and achieved through organic collegial discussion and action rather than presumed to be a managerial prerogative.

A wide range of discursive clashes occur over competing meanings understandings and sensemaking (Weick, 1995).

Exploitative-normative mode:

QGO:

(Directive behaviour as an attempt to instil resilience)

'No, no, no, that is not how we are going to do it [Manager QGO in response to an employee query during large staff meeting].

We need to set KPIs and managers need to ensure that these are achieved. Each department heads needs to monitor this.
[CEO-QGO]

MILORG:

'We must deliver against the command plan.'
[Senior Commanding Officer].

Explorative-critical mode:

(Developing forms of resilience through humor, scepticism and resistance through these)

QGO:

'It seems like a very functional and mechanistic way to run an organization. There doesn't seem to be any reflection or thinking going on. It's mindless.'

[Employee – QGO]

		<p><i>Employee QGO: hello, here we go again, same old b*****t, why don't we do it 'X' way for a change?</i> [Employee – QGO]</p> <p>MILORG:</p> <p><i>'Once again, HQ are setting the agenda when many of them have spent years away from the front-line.'</i> [Engineering Officer at Operational Unit].</p>
<p>Aspect: Framing of Resilience</p>		
<p><u>Exploitative-normative casting:</u></p> <p>'Resilience' portrayed as response to a very rare 'extreme' event or circumstances.</p> <p>Pre-determined procedures and processes for QGO (and in the case of MILORG – Immediate Action Drills) are put in place and regularly rehearsed in order to reinforce resilience by removing inactivity. In other words – people have something effective to do in a 'crisis'.</p>	<p><u>Explorative-critical casting:</u></p> <p>Resilience embodied as a 'lived experience' - as an everyday act.</p> <p>Crisis and extreme are embedded in ongoing complexity and 'islands of calm' and respite are seen as momentary pauses in ongoing turbulence.</p> <p>Social capital uses discourse and narrative self-organising groups to develop 'dark' satirical humour.</p>	<p><u>Exploitative-normative mode:</u> (‘Positive’ managerial messages to build resilience)</p> <p>QGO:</p> <p><i>'Project X is a really big opportunity and very exciting. A real chance for all to shine.'</i></p> <p>MILORG:</p> <p><i>'This is what your training has prepared you for, so remember your training''.</i> [Captain – Afghanistan]</p>

		<p><u>Explorative-critical mode:</u> (Resilience built through experience and knowing how things will work out) QGO</p> <p><i>‘Project X is the “same old, same old” we have been here before. It is nothing special’.</i> [QGO – Team Member]</p> <p>MILORG:</p> <p><i>‘We have been on active duty so often we know what we are doing know and it is only the new bosses who need educating.’</i> [Non-Commissioned Officer – Afghanistan].</p>
<p>Aspect: Framing of Performance and Performativity</p>		
<p><u>Exploitative-normative casting:</u></p> <p>Performance as a managerially made and owned construct – based on principles such as key performance indicators</p> <p>In this way performance’ almost becomes the self-fulfilling prophecy/act of resilience in itself.</p>	<p><u>Explorative-critical casting:</u></p> <p>Performance seen as grounded on social capital – performance as a collaborative, value building and value-adding process.</p> <p>Performance is likely to be seen as operating at the individual or micro-level and, subsequently, building up into the macro.</p>	<p><u>Exploitative-normative mode:</u> (Exhortation to be resilient for, and through, performativity) QGO:</p> <p><i>‘We need to get more efficient. We just don’t have adequate management information from the centre. If we had that, people can work more effectively and they will feel happier.’</i> [QGO - Consultant]</p> <p>MILORG:</p>

		<p><i>With a reduction in staff we need to become more efficient and agile... We still need to meet the demands of the Command Plan.</i> [HR Officer]</p> <p><u>Explorative-critical mode:</u> (Resilience through just carrying on) QGO</p> <p><i>'I'm not sure there is much thinking about useful and real outcomes going on'.</i> [Consultant – QGO]</p> <p>MILORG:</p> <p><i>'We have been given this new IT kit. In spite of HR's claims we haven't been given adequate training yet we are still expected to be as efficient and effective as before. We just carry on'</i> [Senior NCO – Operational Unit]</p>
<p>Aspect: Framing of Well-Being</p>		
<p><u>Exploitative-normative casting:</u></p> <p>Employee well-being is considered a contemporaneously recognised phenomenon which is underscored as a vital element of performance</p>	<p><u>Explorative-critical casting:</u></p> <p>Health and happiness are seen as private individual feelings over which friends, colleagues and co-members of groups and teams may</p>	<p><u>Exploitative-normative mode:</u> (Managerialist attempts to build resilience through well-being initiatives) QGO:</p> <p><i>'Access to yoga classes will be available [through the central</i></p>

<p>maintenance.</p> <p>Resilience is cast as a partner aspect and pre-requisite to well-being.</p>	<p>share concern, compassion and humanitarian involvement.</p> <p>Well-being is seen as a representation of a more everyday sense of more colloquially expressed being happy and in good health.</p>	<p><i>services] to help remove stress and tension. Please sign up as soon as possible as places are limited’.</i> <i>[Main administrator message to all staff]</i></p> <p><i>‘Fruit for [company provided working] lunches is so much healthier than sandwiches’.</i> <i>[Senior Manager –QGO – n.b. even though no debate or discussion was undertaken on the change].</i></p> <p>MILORG:</p> <p><i>"The Padre is always available if you need".</i> <i>[Intake commander at Training Unit].</i></p> <p><u>Explorative-critical mode:</u> (resistance to attempts to build resilience through well-being focused initiatives) QGO - ‘</p> <p><i>‘I think my health and what I do with and to my body is largely my own business and not for anyone to dictate to me about’.</i> <i>[QGO – employee]</i></p> <p>MILORG:</p> <p><i>‘Why am I forced to do an annual fitness test when I have an administrative job?’</i> <i>[HR Clerk]</i></p>
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