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Balancing Exploration And Exploitation Tension Exploitation, the authors explain, is behavior that optimizes performance in current tasks, and exploration is behavior leading to disengagement from current tasks to search for alternatives.

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Findings highlight that innovation performance requires a balance between exploration and exploitation reached thanks to specific ambidextrous capabilities at both organisational and team levels.

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In the exploration phase, the goal is to explore the search space and to scan it to find the most representative point(s). This can be achieved by visiting new regions in the search space that were not visited before. In contrast, the goal of the exploitation phase is to generate new points in uncertain/critical/disagreement regions. These critical regions are expected to be the regions around the boundary of the target function.

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Balancing exploiting with exploring is managing often opposing tensions to see how these successfully managed objectives will determine eventual success. They are extracting all the opposing objectives, in needs and constraints, to then set about to fuse them together, sometimes in unconventional ways, to deliver a combined business that performs at higher levels of success.

[Balancing Exploitation and Exploration to Improve Performance](#)

The topic describes the tension between exploration and exploitation and the mutual learning process due to this tension. According to March (1991, p. 85): "the essence of exploitation is the refinement and extension of existing competences, technologies, and paradigms. Its returns are positive, proximate, and predictable.

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However, few researchers have addressed the mechanisms or criteria in regards to an organization's resource allocation for exploitation and exploration with an ambidextrous balance, although...

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Abstract. Organizational research describes the inherent tension between innovation, as a means to adapt to environmental change, and continuing to do what one does well and what current customers appreciate. Managing this tension successfully leads to so-called ambidexterity. How to achieve it is still a matter of debate: proponents of structural approaches recommend a separation of exploration and exploitation, while proponents of so-called contextual ambidexterity suggest that contextual ...

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Lean management makes handling the tension of exploration and exploitation harder because of its focus on efficiency. The efficiency, and thus standardization, which is created by lean management stimulate exploitation but reduce exploration.

[Balancing between exploration and exploitation in a lean](#)

The balance of exploration and exploitation attained by 'developing structural mechanisms to cope with the competing demands faced by the organization for alignment and adaptability' (Gibson & Birkinshaw, 2004; Raisch & Birkinshaw, 2008) is known as structural ambidexterity. The idea is to design units for pursuing exploration and exploitation as per specific needs of its respective task environments.

[The Exploration-Exploitation Dilemma: A Review in the](#)

Balancing exploration and exploitation within domains entails tradeoffs in resource allocation and internal conflicts associated with inconsistent routines.

[THE PERFORMANCE EFFECTS OF BALANCING EXPLORATION AND](#)

Abstract In prior literature it has been argued that there exists a tension between balancing investments in Exploration for new organisational knowledge against the Exploitation of current stocks. It is argued that over time firms tend towards an ever increasing focus upon Exploitation to the exclusion of investments in Exploration.

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Organizational research describes the inherent tension between innovation, as a means to adapt to environmental change, and continuing to do what one does well and what current customers appreciate. Managing this tension successfully leads to so-called ambidexterity. How to achieve it is still a matter of debate: proponents of structural approaches recommend a separation of exploration and ...

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Excessive exploration at the expense of exploitation can be costly, as the tangible outcomes of exploration will only be realized in the distant future and then only with considerable uncertainty. On the other hand, a concentration on exploitation without exploration discourages the organization from pursuing learning and development.

[Balancing exploration and exploitation: The moderating](#)

All biological systems must balance the time and effort spent on exploitation with the time and effort spent on exploration. Almost any complex adaptative system must correctly achieve this balance to be able to last, that is, to survive by adapting to one change to another in their environment.

[Exploration vs. Exploitation: What's the Right Balance for](#)

The "success trap" is when exploration leads to exploitation and exploitation to more exploration, a reinforcing cycle through a clarity of mind-set and managing between routines and experimentation. These can have very different activities to manage and are the cause of many of the tensions within the balance needed in organizations to innovate the new and manage the existing.

[Striving for the innovation balance: between exploring and](#)

Punctuated equilibrium is the concept that shifting through periods of exploration and exploitation is a better approach than trying to optimize to achieve desirable levels of each attribute simultaneously. Therefore, some worthy questions for examination are: Do ambidextrous organizations really perform better than non-ambidextrous organizations?

[Organizational Ambidexterity | Exploration and Exploitation](#)

An alternative mode of organizing for explorative and exploitative activities is to create a balance by alternating periods of exploitation and exploration [62]. This mitigates the need to balance the coordination between both types of activities.

[Balancing exploration and exploitation in transferring](#)

Recent studies have introduced the notion of domain separation to balance exploration and exploitation (Lavie & Rosenkopf, 2006; Lavie et al, 2011), which suggests that firms may focus on knowledge exploration or exploitation into a specific domain, while balancing across domains.

[Balancing knowledge exploration and exploitation within](#)

To get this balance between exploitation and exploration, we use what is called an epsilon greedy strategy. With this strategy, we define an exploration rate ϵ that we initially set to 1. This exploration rate is the probability that our agent will explore the environment rather than exploit it.