

Strategic Agility Navigating Change in Dynamic Organizational Landscapes

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ABSTRACT

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Research Background:

The development of agile managerial models is regularly linked to the field of organizational management, particularly in a context recognized by evolving changes. In this regard, organizations must be able not only to adapt to their environment but also to create change to be competitive in their field of activity.

Purpose of the Articles:

This article examines the different facets of strategic agility, with a focus on organizational agility, how it works and its implications for organizations. Additionally, we explore certain organizational agility practices that promote strategic agility.

Methods:

In order to explore the concept of agility, its different interconnected parameters and to identify certain approaches to organizational agility, two research methods were made available during this study. We cite analytical reviews to identify terminologies related to the literature and even practical implications on real cases.

Findings:

This study provided a better understanding of several key factors that contribute to the success of an agile organization: organizational flexibility, speed of decision-making, cross-functional collaboration and a corporate culture oriented towards continuous innovation and learning. In addition, studies have highlighted the determining role of the different aspects of organizational agility, namely structure and organization, processes, technology, human resources and network.

Keywords: Strategic Agility; Organizational Agility; Flexibility and Adaptation; Continuous Improvement.

INTRODUCTION

Nowadays, contemporary organizations face major challenges, namely maintaining their performance, anticipating future scenarios that could impact their future success and improving their

competitiveness Arokodare and Asikhia (2020). In this context, this proactive intervention approach requires a good mastery of certain factors of change such as market fluctuations, evolving customer needs, technological progress and socio-economic transformations Fawzy and Saad (2023). To this end, these elements are strongly associated with the continuous evolution of consumer needs, market fluctuations and changes in social environments.

In this situation, in order to make profitability more attractive in a large market, strategic foresight has become the cornerstone of good market management. In this context, different stakeholders will be taken into account with the aim of creating value by providing rapid access to vital resources for the company, such a situation is entirely appropriate in a context in constant evolution and change where each stakeholder seeks to obtain a competitive advantage to reestablish its position in the market.

According to Rohrbeck, Battistella and Huizingh (2015), strategic foresight consists of several key elements. First of all, strategic agility aims to improve organizational performance through a forward-looking approach Gerald et al., (2020). Next, technological intelligence concerns the identification, evaluation and use of weak signals and information about emerging technologies and technological discontinuities Kim and Seo (2023). In addition, competitive intelligence concerns the evaluation of competitors as well as the identification and evaluation of products and services in development or already available in growing markets De las Heras-Rosas and Herrera (2021). In this context, policy environment foresight focuses on the identification, assessment and use of information on legislation, the policy environment and the evolving policy landscape. Finally, consumer foresight deals with the identification, assessment and anticipation of consumer needs as well as socio-cultural trends Yu and Lim (2024).

In this paper we focus on the concept of strategic agility (SA). According to the definition of Khoshnood S. and Nematizadeh (2017), SA is a concept that encompasses two fundamental aspects: responsiveness and knowledge management. They also explain that strategic agility translates into an organization's ability to identify changes, whether opportunities or threats, in its business environment, and to respond promptly by reorganizing its resources, processes and its strategies.

This study aims to understand how the landscape of organizational strategic agility is shaped; as well as how this agility positively impacts the performance of organizations operating in unpredictable business environments.

For this reason, this paper is divided into three distinct parts: The first part focuses on the precise definition of strategic agility, with a particular emphasis on organizational agility. The second part aims to identify the scope of agility as well as the most popular aspects that build organizational agility. Finally, the third part refers to how it is conceptualized and implemented.

PROBLEM DESCRIPTION

According to the study conducted by Liu and Yang (2020) in the era of change, organizations are characterized by a list of changing factors; we cite market fluctuations, technological advancements, political factors and variations in demand. In this context, in order to control its factors and become familiar with the concept of organizational agility a fundamental question arises: how can companies develop and strengthen the area of organizational agility to increase the chances of adapting effectively respond to these changing conditions and thus maintain their competitiveness in the market?

METHODOLOGY

A conceptual approach was presented based on the literature of the last four years based on databases indexed in WOS and Scopus. We focused on a semantic search by words such as: strategic foresight, strategic agility; business resilience, organizational dynamics; flexibility; innovation, environmental scanning, adaptability. These keywords are combined using the 'AND' command to get

the most relevant and narrowly defined articles. Selected documentation from a set of reputable peer-reviewed journals was retained for analysis. This research draws on Emerald and ScienceDirect databases as well as NCBI to create a narrower search. The following table illustrates the different methodological aspects of the study:

Tab 1. The different aspects of the methodology

Define Research Objectives	<p>Study the architecture of organizational agility.</p> <p>Define and understand the concept of organizational agility in a changing context.</p> <p>Explore existing literature and case studies to identify key attributes and applications of organizational agility.</p>
Inclusion and Exclusion Criteria	<p>Clearly define inclusion criteria for articles to be considered in the study:</p> <p>Inclusion Criteria:</p> <p>Articles published in reputable journals and conferences.</p> <p>Articles explaining how organizational agility is built.</p> <p>Articles that examine the operation of systems based on agile organization.</p> <p>Define exclusion criteria to filter out irrelevant or low-quality studies.</p> <p>Exclusion Criteria:</p> <p>Articles lacking transparency in methodology.</p> <p>Studies without a clear connection to real-world implementations.</p>
Selection of Qualitative Tools	<p>Content Analysis: To systematically analyze and categorize textual data from articles.</p> <p>Thematic Analysis: To identify and analyze recurring themes across different studies.</p>
Search Strategy	Develop a comprehensive search strategy using a combination of keywords, Boolean operators, and controlled vocabulary specific to your subject.
Initial Article Selection	<p>Screen titles and abstracts of retrieved articles against the inclusion and exclusion criteria.</p> <p>Eliminate articles that do not meet the criteria.</p>
Full-Text Review	<p>Retrieve and thoroughly review the full text of selected articles.</p> <p>Apply qualitative tools (content analysis, thematic analysis) to extract relevant information related to the role of organizational agility in strengthening the competitive position of companies.</p>
Data Synthesis	Synthesize qualitative data to identify patterns, themes, and key insights across the selected articles.
Reporting and Documentation	Present findings in a transparent manner, using quotes or excerpts from selected articles to support your analysis.

Source: Authors

1. Analytical framework:

Management has evolved considerably over time. Initially, an instrumental approach centered on linear models and traditional levers such as communication and training. Nowadays, management has experienced changes in tools and procedures which have become more agile and experiential. According to Autissier and Moutot (2022), this change in thinking is accentuated by the work of Pettigrew, Kotter and Rondeau who highlighted the importance of adopting a continuous perspective on change, by adopting two key aspects, namely the constant adjustments to the levels of decisions and the ruptures necessary to adapt to contemporary challenges.

The appearance of the agile paradigm has gained major momentum, especially with the arrival of digital devices which make the process more flexible and more responsive. Indeed, agile methods have come to light in the IT field, and then were gradually adopted to orchestrate rapid and lasting changes within organizations, thus promoting the active participation of the actors involved.

However, the process of transferring to an agile organization is a very sensitive process. The different approaches, such as the instrumental, managerial, strategic-organizational and experiential paradigms, offer diversity in terms of perspectives and required methodology. To this end, each approach offers visibility at the management level towards change while exploiting the specific aspects of an organization such as resource management, the translation of strategic objectives, or the development of individual and collective capacities through immersive experiences.

In this context, the evolution towards agile thinking has accelerated, particularly during the health crisis of 2020 Frimousse and Peretti (2020). Companies have highlighted the importance of teleworking, the reinvention of companies and the central role of humans in the creation of value. These advances have strengthened the position of managers to adopt agile organization practices.

The studies conducted by Edgar Morin, who seeks to identify the practices of the agile approach in order to respond to the increasing complexity of an interconnected world. According to Morin and Bibard (2018) the importance of agility as a response to emerging challenges, emphasizing that traditional management methods do not meet the needs of the environment characterized by uncertainty and the interconnection of phenomena.

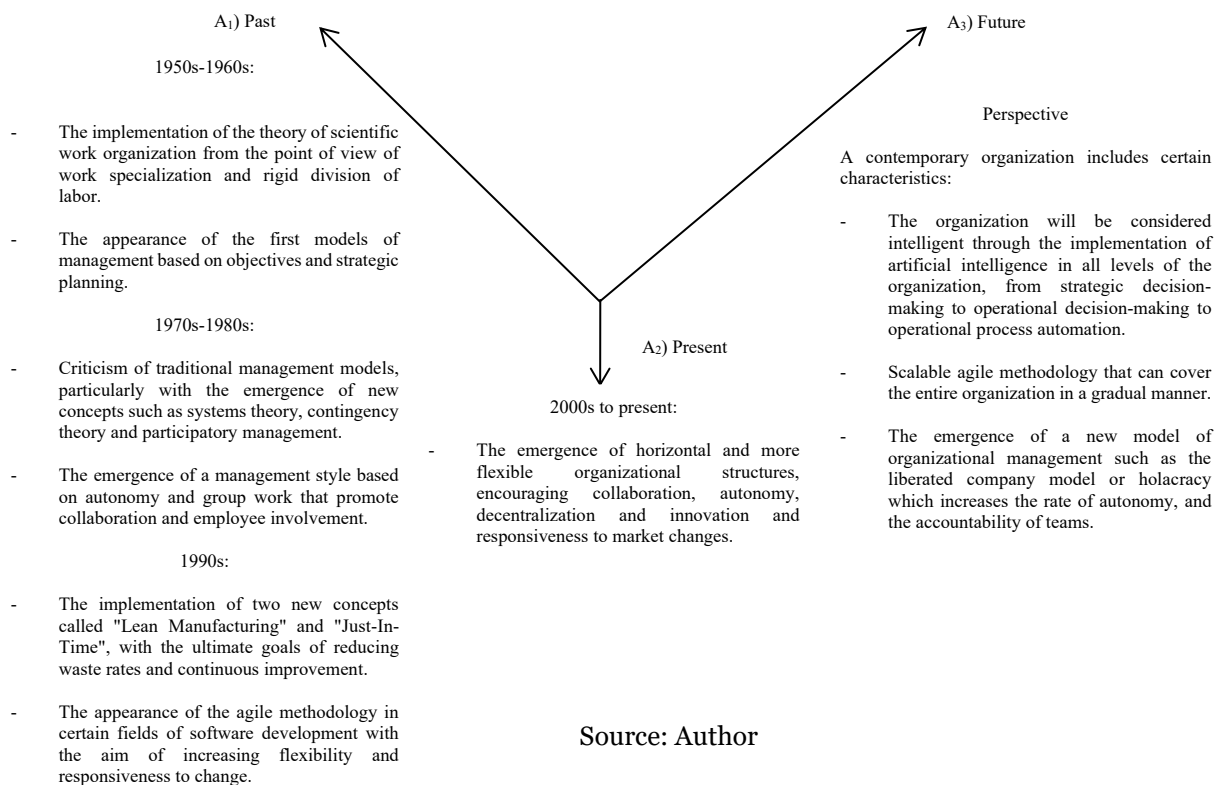
According to Morin and Bibard (2018) agility strengthens iterative and reactive decision-making oriented by instant feedback and open communication. On an ethical level, agility has experienced standards at the institutional level based on total transparency and collective responsibility to address the ethical challenges posed by complexity.

Organizations seek to adopt a shared vision of the future and exchange knowledge in order to generate added value. At the beginning, organizations were often structured in a hierarchical manner, without a spirit of initiative Lee and Edmondson (2017). In an open prospective approach, the trends of organizations are moving towards organizational agility which reflects the change in the practices and activities of companies.

Organizational agility is an approach to change that formulates the structure of organizations as flatter and less hierarchical structures, promoting cross-functional collaboration, team autonomy; rapid learning and decision-making cycles Arokodare and Falana (2021). For this purpose, processes are often structured as processes designed to be iterative and scalable, allowing organizations to quickly adapt to changes in customer needs, market conditions and the competitive environment. Agile organizations prioritize flexibility, adaptability and innovation rather than focusing on stability and control (Daft,

2020). The following figure evokes the increased evolution of organizations from the past passing to the present and up to the future:

Fig 1. Futuristic organizational dimension



In today's context, customer needs are changing rapidly or the rigid management model is becoming obsolete. For this purpose, different organizational agility approaches are discussed to cope with this changing situation. The following table illustrates the different organizational agility approaches applied at the organizational level.

Tab 2. Approaches to organizational agility

Approaches	Definition	Tools	Outcomes	References
Agile Methodologies	<p>The emergence of agile methodologies, such as Scrum, Kanban and Lean, follows especially in the field of software development and project management.</p> <p>The management mode has become shorter with self-organizing teams and upstream collaboration with stakeholders allowing</p>	Kanban boards; Scrum boards; stand-up meetings; Sprint planning; Backlog management; Retrospective meetings.	Effective collaboration and communication, customer orientation and risk reduction.	Panula (2022)

	rapid adaptation to change and continuous delivery of value.			
Agility at scale	A gradual approach often applied in complex organizations. We cite some conceptual frameworks such as SAFe (Scaled Agile Framework) and LeSS (Large-Scale Scrum) that are used to coordinate team members between them in order to align strategic objectives with operational objectives	Scaled Agile Framework; Large-Scale Scrum; Programme Increment (PI).	Strategic Alignment, Quality Improvement, Continuous Value Delivery	Putta (2022)
Design Thinking	Design thinking is a human-centered approach. Aims to solve complex problems, by first considering the changing needs of users and rapid iteration of prototypes. This approach promotes experimentation, creativity and empathy, which leads to innovation and adaptability.	Creative Spaces; Co-creation Workshops; Empathy Maps; Rapid Prototyping; User Testing; Journey Maps.	Innovation and Creativity, Collaboration and Co-creation.	Nordli and Gesierich (2023).
Lean Startup	This approach encourages companies to quickly test hypotheses about planned actions, to keep feedback from past experiences. This allows them to validate their business models and reduce the risk associated with the development of new products or markets.	Metric Dashboard, Rapid Experimentation, Minimum Viable Product - MVP, Rapid Iteration; Cost-Benefit Analysis, Strategic Pivots.	Rapid Validation of Ideas, Optimization of Resources, Continuous Learning.	Chengbin and al., (2022).
Holacratie	Holacracy is an organizational governance approach with the goal of integrating	Governance Circles, Roles Circles, Governance Meetings,	Distribution of Power and Decision-Making, Clarification of	Mosamim and Ningrum (2020).

	autonomous, self-organizing circles within the organization, where each circle is characterized by an authority specific to its domain.	Tactical Meetings.	Roles and Responsibilities, Transparency and Openness.	
Management 3.0	Management 3.0 emphasizes team empowerment and promotes collaboration among members of the organization. This is to create a work environment that promotes the sharing and enhancement of knowledge.	Delegation Board, Team Charter, Roles and Responsibilities Matrix, Feedback Wraps, Decision Matrix.	Autonomy and Responsibility, Optimized Conflict Management.	Almeida and al., (2022)
Adaptive Organizational Agility	This approach recognizes that every organization is unique and requires a customized approach to management. It promotes organizational learning, continuous adaptation, and creating a culture that fosters innovation and resilience to change.	Agility Circles, Synchronization Meetings.	Responsiveness to Changes, Strengthened Customer Orientation, Flexibility and Adaptability.	ÇAKMAK, (2023)

Source: Author

Organizations seek to confront complex situations. To this end, it is important to master the constraints linked to the competitive landscape of an agile organization. In this context, the development and structuring of an agile organization is based on an approach structured around four categories of agility and are considered strategic levers Walter (2021): agility drivers, which stimulate innovation and responsiveness, agile facilitators, which promote adaptability and transformation, agility capabilities, which make it possible to respond quickly to market changes, and finally, agility dimensions, which encompass the different aspects and levels of flexibility within the organization. In this context, based on these constraints, decision-makers can better meet the needs of the competition and position themselves in a constantly changing environment.

Tab 3. The different resources of organizational agility

	Components	Objectives	Outcomes
Agility drivers	<p>External dimension are:</p> <ul style="list-style-type: none"> -Customer needs changes. -Environmental pressures. -Business network changes. -Technology changes and innovations. -Globalization. -Stricter financial regulations. 	<ul style="list-style-type: none"> - Respond to pressures and changes coming from the environment 	Action and reaction.
	<p>Internal dimension are:</p> <ul style="list-style-type: none"> -Changes in production variables. - Workforce/workplace expectations. -Continuous improvement strategy. -Social factors. 	<ul style="list-style-type: none"> - Positively impact production. - Continuous improvement. 	<ul style="list-style-type: none"> - Production adjustment. - Continuous improvement.
Agility enablers	<p>There are several ways to structure the agility factors, we present them in the following points:</p> <ul style="list-style-type: none"> - Optimize resources. - Control the uncertainty rate. - Develop reliable relationships with stakeholders - Expand competitive networking. 	<ul style="list-style-type: none"> - Provide decision-making power to employees - Promote knowledge sharing, creativity and problem solving. - Ensure continuous monitoring of its environment. - Place the customer at the center of the company's interests. - Increase the company's strategic networks. 	<ul style="list-style-type: none"> - Real-time decision-making. - Continuous development of products and services. - New and enriching environmental database. - Improvement and instant feedback. - Competitive positioning.

Agility capabilities	A further increase in responsiveness, competence, flexibility and speed.	<p>Exploit all market opportunities.</p> <p>Enrich the company's resources and core competencies.</p> <p>Follow the evolution in a smooth way.</p> <p>Reduce the flow of information and overcome bottlenecks</p>	<p>Reduced response time; Rapid adaptation.</p> <p>Improvement of individual and collective skills, Capacity for innovation.</p> <p>Organizational adaptability, Effective response to disruptions.</p> <p>Rapid deployment of initiatives; Rapid delivery of products/services.</p>
Agility dimensions	<p>There are a variety of components that describe the agility dimension. We cite:</p> <p>The competitive base dimension: 1) control dimension: mastering change and uncertainty, 2) result dimension: customer enrichment, 3) input dimension: cooperating to improve competitiveness and 4) mechanism dimension: exploiting the impact of people and information.</p> <p>Another classification that describes the dimensions of agility is:</p> <p>- Agile strategy, agile processes, agile</p>	<p>Another classification that describes the dimensions of agility are:</p> <ul style="list-style-type: none"> - Agile strategy, agile processes, agile connections and agile people. - Customer agility, partner agility and operational agility. - Strategic agility, operational agility and functional agility. - Market capitalization agility and operational adjustment agility. - Management agility, product design agility, transformation-manufacturing agility, partnership formation agility and information systems integration. <p>Another classification that describes the dimensions of agility are:</p> <ul style="list-style-type: none"> - Agile strategy, agile processes, agile 	<p>Risk reduction.</p> <p>Improved customer satisfaction and loyalty.</p> <p>Strengthening partnerships and strategic alliances.</p> <p>Enhancement of human capital and knowledge within the organization.</p>

	connections and agile people. - Customer agility, partner agility and operational agility. - Strategic agility, operational agility and functional agility. - Market capitalization agility and operational adjustment agility. - Management agility, product design agility, transformation-manufacturing agility, partnership formation agility and information systems integration.	connections and agile people. - Customer agility, partner agility and operational agility. - Strategic agility, operational agility and functional agility. - Market capitalization agility and operational adjustment agility. - Management agility, product design agility, transformation-manufacturing agility, partnership formation agility and information systems integration.	
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Source: Author

According to Werder et al. (2021), the design of an agile organization can face several challenges in order to build a model that is as homogeneous as possible to the context. We present the different aspects that can affect the development of an agile organization.

Tab 4. The different aspects that can affect the development of an agile organization

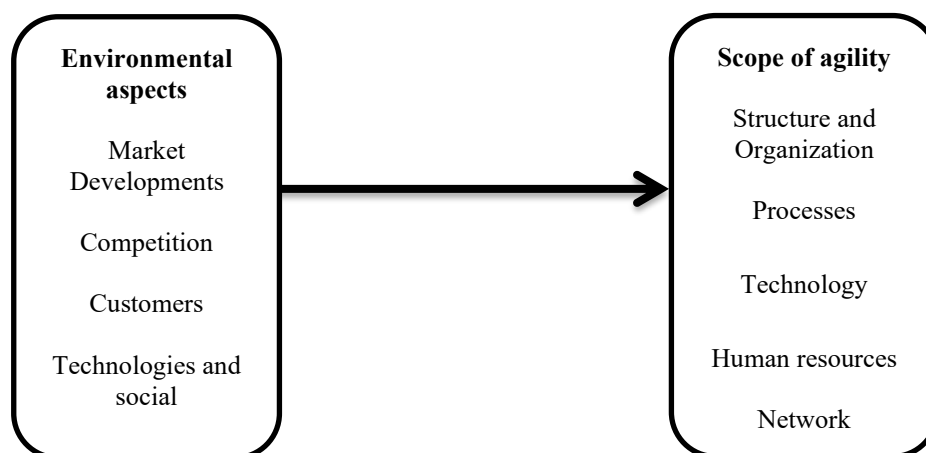
Aspects	Characteristics
Costs	Costs due to: - Transformation costs. - Insertion of advanced technological means. - Organizational configuration.
Heterogeneity in the adoption of agile practices	Dispersion in terms of maturity and organizational culture. Skill and training levels. Variances within teams and departments. Management support and commitment.
Reactivity and proactivity	This due to: Discrepancies between teams and departments. Diversity and cultural change.

Source: Author

Designing an agile organizational model is a complex mission with many variations involved in this approach, such as organization, challenges, approaches, and scope. In this context, specific tools, features, capabilities, and practices are required, which further complicates the design of a generic approach.

The first step is materialized at the level of resources that prompt the change process to start. In this context, according to Žitkienė and Deksnys, M. (2018), determined the different aspects that affect environmental changes, namely: market evolution, competition, customer needs evolution, technologies and social factors. In this context, in order to correctly identify the area of expected change at what level occurs, a thorough analysis of the main areas where this change occurs will be carried out. The following diagram shows the aspects that control more organizations in the era of agility.

Fig 2. The most popular aspects of organizational agility



Source: Author

a) Environmental aspects VS structure and organization:

Organizational structure is the most critical aspect to implement an organizational agility system. In this regard, rigid organizational structures, cumbersome processes and corporate cultures resistant to change are one of the niches in which time and resources must be invested. For this purpose, to be responsive to these environmental factors, organizations must focus on structural adjustments such as: restructuring teams, sharing roles and responsibilities, circle communication and inter-organizational collaboration.

b) Environmental aspects VS processes:

Managers are supposed to seek to identify the agility constraints and key triggers of an agile approach. To do this, an in-depth assessment of the context of the organization, particularly at the level of procedures and processes, must be carried out. In this context, the SWOT model has been delivered in order to establish the different aspects most present when developing an agile organizational process.

Fig 3. Process evaluation based on the SWOT tool

<p>A₁) Strengths</p> <ul style="list-style-type: none"> - Agile process characterized by flexibility and responsiveness. - Ability to adapt to technological change. - A corporate culture that encourages innovation, continuous improvement and initiative. 	<p>A₃) Opportunities</p> <ul style="list-style-type: none"> - Technological advances offer opportunities for process improvement and automation. - Structural market developments offer new opportunities for growth or diversification. - Customer needs have become more demanding in terms of content and form of products and services. - Changes occur not only at the structural level but also at the social or behavioral level, which opens up new market segments.
<p>A₂) Weaknesses</p> <ul style="list-style-type: none"> - Rigid bureaucracy can prevent the development of an agile and responsive organization. - Outdated management processes are less responsive to market change. - A complex communication system hinders collaboration and coordination between teams. 	<p>A₄) Threat</p> <ul style="list-style-type: none"> - Intense competition with irregular disruptions in the micro and macroeconomic environment. - Sudden changes in customer behavior and even expectations. - An economic or regulatory change that may affect business conditions.

Source: Author

In this context, organizations want to harmonize the different assets related to the agile process. For this reason, the agile approach responds to this increased concern. This concern promotes innovation and continuous improvement in order to meet the expectations of their partners. In addition, agile organizations allocate resources to monitor increased competition and anticipate changes and fluctuations in demand.

a) Environmental aspects VS Technology :

Technology is considered as a support in the transformation and development of an agile organization. In this context, an obsolete technological infrastructure, rigid processes can harm the smooth running of an agile organization. In this context, the main aspects of technology that encourage managers to think about an agile organization are: disruptive technologies, rapid innovation, remote control technologies. All these variants can catalyze the development of an agile organization following a planned technological change.

a) Environmental aspects VS human resources:

Agile organizations must identify the constraints that drive the HR agility process. For this reason, a deeper analysis of these constraints is necessary, whether they are potential obstacles such as: resistance to change, lack of skills, reduced adaptability rate, rigid organizational structures and bureaucratic processes. For this reason, we present some key HR concepts that promote the development of an agile organization: strategic recruitment; mental agility; agile leadership and lifelong learning

a) Environmental aspects VS Network:

The last key element towards the development of an agile organization is networking. Networking allows the organization to create two-way communication channels with all internal and external stakeholders. Thus, several benefits arise from networking: 1) privileged access to relevant information; 2) staying abreast of the latest trends and innovations; 3) strengthening competitive position and capacity.

2. Theoretical implication:

In order to fully understand the functioning landscape of organizational agility, we explore some illustrated work approaches in different organizational contexts. In this context, different approaches to conceptualization and implementation were discussed in the following table:

Approach's	Definitions	Process	Outcomes	References
Fuzzy Quality function deployment (QFD)	- Seeks to identify and prioritize capabilities and enablers of organizational agility (OA).	<ul style="list-style-type: none"> - Structured the data coming from the different organizational sources into two internal and external factors which will then be codified in a QFD matrix. - Fuzzy techniques are used to evaluate each component by taking into account two parameters: uncertainty and subjectivity. - The report will be forwarded to the Strategic Planning and Organizational Development Manager to identify priority areas where investments need to be made to strengthen organizational agility. 	- Qualitative data will be deployed which will be transformed to metric values using fuzzy concepts.	Abbaszadeh and al (2023)
Strategic Foresight and	Play a central role in organizing and predicting the strategic moves planned for the organization.	- Modeling of attributes such as culture, values, human resources and tangible assets are analyzed in	The score of maturity levels	

Artificial Intelligence		<p>depth to understand their contribution to organizational agility.</p> <ul style="list-style-type: none">- Test the characteristics of the organization, its governance system and its economic model.- Modeling organizational practices related to change management, collaboration, decision-making and innovation are assessed to determine their level of maturity and alignment with agility principles.- Model the support structures linked to the activities carried out by the organizational agility systems which are supported by a set of devices such as information systems, business processes and organizational policies.- Counting the maturity levels in		Shafiabady and al (2023)
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		consideration, in particular the level has an agility maturity score which will then be used to understand where the strengths lie and the areas for improvement.		
Artifact-centric algorithm	Provides business leaders with more opportunities to drive and prioritize initiatives to improve operational agility	<ul style="list-style-type: none"> -Understanding agility-related assets by modeling operational artifacts. -Determine agility bottlenecks by identifying quality issues in operational artifacts. - Encourage and prioritize improvement initiatives to increase the quality of artifacts. 	Organizational agility in priority order	Fulea et al (2023)
Theory of coopetition and dynamic capabilities	<ul style="list-style-type: none"> - Dynamic capabilities refer to a firm's ability to integrate, build, and reconfigure its internal resources in response to the dynamic and complex internal environment. - Coopetition is a fusion of cooperation and 	<ul style="list-style-type: none"> - 1) Identification of partners, 2) establishment of clear rules, 3) collaboration in areas of mutual interest and 4) fair competition in other areas. - 1) Awareness of change, 2) rapid adaptation, continuous learning and 3) 	Cultivate a competitive advantage	(Guo et al, 2023)

	competition, offering organizations a strategic approach to identifying potential partners with whom they can collaborate on some aspects while remaining competitive on others.	constant innovation.		
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Source: Author

Conclusion:

This study highlights the crucial importance of organizational agility in the context of contemporary organizations. In this context, we have found that the development of an agile organization begins with the development of an agile culture supported by practices and processes that promote innovation, collaboration and adaptability. At the same time, the implications of this study are broad, as they affect not only the way businesses operate, but also their ability to survive and thrive in an increasingly complex and unpredictable business environment.

In terms of future prospects, the implementation of agile organization is strongly associated with emerging technology. In this context, businesses face the challenge of how to identify bottleneck areas and areas that drive agility at the organizational level in a scalable manner. To this end, with the power of these new technologies which offers a path of continuous development towards organizational models and management practices to respond to the changing challenges of the business world. Finally, organizational agility must remain a strategic priority for organizations seeking to remain competitive in an ever-changing market.

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