

# Strategic Agility in Future Foresight: An Exploration of its Importance in Achieving Optimal Organizational Effectiveness

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## Abstract

*Life is linear today, sporadic tomorrow and filled with a lot of uncertainties in between. Some of the outcomes we experience in life are expected based on the decisions we make today or made yesterday. Yet, others are a series of fortunate or unfortunate events. Are there outcomes we can avoid regarding our futures?*

*One of the lessons learnt from the COVID-19 pandemic is that unforeseen circumstances will take place and they will affect our future. The question is, have we thought about life-changing situations? Do we possess any strategies or approaches to guarantee the continuity of an organization, and furthermore, how well-prepared is the organization to maintain its significance, efficiency, and competitive edge in comparison to others?*

*This study aims to offer insights by looking at strategic agility in future foresight to help achieve optimal organizational effectiveness. Through literature review, this study investigated how organizations can tap into future foresight with a focus on strategic agility and its importance in reaching the desired optimal organizational effectiveness. This research study employs a theoretical framework that integrates the dynamic capabilities theory and systems thinking approach. This integration helps organizations find mechanisms that enhance their capacity to adapt and innovate.*

*The results of the study will demonstrate to organizations the value of going a notch higher and integrating strategic agility in future foresight to tailor their structure which can improve their ability to withstand uncertainty and complexity, to compete and innovate more effectively.*

**Keywords:** strategic agility, future foresight, optimal organizational effectiveness, competitive advantage, dynamic capabilities theory, systems thinking, systematic literature review

## **1. INTRODUCTION**

Organizations today are constantly facing new and unexpected challenges that require them to be flexible, adaptable, and agile in their approach to decision-making and planning. Strategic agility and future foresight have emerged as key concepts for achieving optimal organizational effectiveness in this rapidly changing environment. By anticipating future trends and uncertainties, and developing flexible strategies to respond to them, organizations can stay ahead of the competition and achieve long-term success.

The objectives of this paper are to explore the concept of strategic agility, future foresight, and organizational effectiveness as the key variables in the study, to identify the factors that position strategic agility and future foresight as key strategies in improving organizational effectiveness, to discuss the practical implications of this research for organizations seeking to employ strategic agility in future foresight. Assessing the importance of strategic agility in future foresight for achieving optimal organizational effectiveness as a study aligns with the conference focus on economic, social, and environmental sustainability: the role of technology and political dialogue.

Emphasis on organizational effectiveness is a key component of economic sustainability. Both strategic agility and future foresight are essential for organizations to adapt to changing economic conditions and remain competitive and relevant in the long-term. Encompassing the idea of preparing organizations for future changes and challenges involves among other strategies, the inevitable use of technology. Exploring strategic agility aligns with the conference's emphasis on environmental sustainability as organizations can adapt and respond to changing environmental with swiftness thus promoting sustainable practices. The research focus highlights the importance of strategic agility, and future foresight in promoting sustainable and effective organizations.

### **1.1. Research Problem**

There is an increasing complexity and uncertainty in businesses regarding their future and organizations continue to seek ways to remain economically, socially, and environmentally sustainable, the ultimate search for optimal organizational effectiveness. To address this challenge, there is a need for a more comprehensive and integrated approach to strategic management that incorporates various approaches directed by a theoretical framework that strengthens the integration.

This research aims to explore the value addition that strategic agility practical approach combined with future foresight theoretical approach can produce. In a rapidly changing and uncertain business environment, inspired by the systems thinking theoretical framework and grounded by dynamic capabilities theory, will the desired 'optimal' organizational effectiveness be achievable?

### **1.2. Research Question**

Considering the use of dynamic capabilities theory and the application of systems thinking theoretical framework, the research question is: What is the importance of strategic agility in future foresight for achieving optimal organizational effectiveness?

## **2. LITERATURE REVIEW**

### **2.1. Introduction**

The concept of future foresight has emerged as a critical component of strategic planning in the search to achieve optimal performance in the face of uncertainty and complexity. Yet the elusive 'optimal' is not yet fully clear what it entails. In recent years as organizations recognize the need to adapt and respond quickly to the rapidly changing business landscape, strategic agility has also gained significant attention. Perhaps, an integration of these two approaches, where future foresight stems from a theoretical approach and strategic agility from a practical approach, could be an antidote into achieving 'optimal' organizational effectiveness.

This literature review critically analyses the independent variables of strategic agility and future foresight in relation to the dependent variable of optimal organizational effectiveness. This review aims to contribute to the advancement of knowledge in this field by illuminating the dynamic capabilities theory and systems thinking theoretical framework that underpins the research.

### **2.2. Strategic Agility**

Strategic agility is "the ability to sense, respond to, and exploit new opportunities and threats in a timely fashion, consistent with the firm's goals and objectives" (Teece, 2007). Teece argues that strategic agility is a critical component of dynamic capabilities, which are the capabilities that firms need to continually adapt and innovate in response to changing environments. Tabe-Khoshnood and Nematizadeh (2017) define Strategic Agility (SA) as a concept consisting of two components: responsiveness and knowledge management. They add that SA is the ability of an organization to detect changes through the opportunities and threats existing in the business environment, and to give rapid response through the recombination of resources, processes, and strategies.

According to Al-Abdali, Crick, and Alsharari (2021), one of the future directions for research on strategic agility and its impact on organizational performance include the examination of how strategic agility can be measured and operationalized in different contexts. They also suggest the need for more research on the contingencies that influence the relationship between strategic agility and organizational performance. Cuhls (2018) provides an in-depth discussion of the relationship between foresight and strategic agility arguing that organizations can enhance their strategic agility by integrating foresight tools and methods with a culture of learning, experimentation, and adaptation. Through combining the tools and methods of foresight with the culture of learning, experimentation, and adaptation, strategic agility is fostered.

### **2.3. Future Foresight**

Future foresight, also known as futures thinking or strategic foresight, is an approach to planning and decision-making that involves anticipating and preparing for possible future scenarios (Schwartz, 1996). According to Lempert and Popper (2004), organizations can use foresight for environmental scanning, scenario planning, strategic planning, innovation and product development, and risk management.

According to Kuratko (2016), environmental scanning is a crucial aspect of entrepreneurship, which involves collecting information about the external environment to identify potential opportunities and threats. He asserts that environmental scanning is a fundamental tool for entrepreneurs to identify emerging trends, maintain a competitive advantage, and modify their strategies in response to market changes. Additionally, he highlights the significance of regularly updating the environmental scan to keep abreast of industry trends and advancements. According to Kuratko, environmental scanning is a vital mechanism for entrepreneurs to establish a thriving and enduring business. Scenario planning can help organizations to anticipate and prepare for a range of possible futures, and to develop more flexible and resilient strategies that can adapt to changing circumstances (van der Heijden, 1996). He emphasizes the importance of scenario planning as a tool for strategic thinking and decision-making in an uncertain and rapidly changing world.

Robert Grant (2016) discusses different approaches to strategic planning and how organizations can develop and implement effective strategies. He discusses three main approaches to strategic planning arguing that each approach has its strengths and weaknesses and that organizations need to choose the approach that best fits their context and goals. The three approaches are the classical approach, the evolutionary approach, and the processual approach. Grant argues that organizations need to be agile and able to adapt their strategies to changing circumstances. He recommends that organizations regularly evaluate their strategies and adjust as needed to ensure ongoing effectiveness. Business model innovation is a critical component of innovation and product development, and organizations must be willing to embrace it to stay competitive and succeed in today's rapidly changing business environment (Chesbrough, 2010). He argues that innovation is not just about developing new products or technologies, but also about creating new business models that can support and sustain those innovations.

Möller and Halinen (2017) propose a four-step process for foresight-based risk management: scanning, scenario building, risk assessment, and risk management. They highlight the importance of foresight-based approaches to risk management for SMEs, as well as the potential benefits of using these techniques to prepare for an uncertain future. What they suggest is a foresight-based approach, which involves systematically exploring future scenarios and identifying potential risks and opportunities, can help SMEs better understand and prepare for the future.

Arokodare & Asikhia (2020) state that strategic foresight is part of an antecedent concept of strategic agility. This aligns with this study's research focus of importance of strategic agility in future foresight to achieve optimal organizational effectiveness. Foresight principles include anticipating change, exploring scenarios, identifying drivers of change, developing strategic responses, and engaging stakeholders (Marshall, 2012). The tools and methods of foresight include "environmental scanning, scenario planning, strategic planning, innovation and product development, and risk management" (Lempert & Popper, 2004, p. 31). To leverage on these tools, developing a strategic agility mindset will lead to organizations being more resilient, adaptable, and successful in navigating both challenges and opportunities of an uncertain future.

#### **2.4. Optimal Organizational Effectiveness**

Liao, Huang, & Yang, (2020) conducted a Systematic Review and developed a Conceptual Framework on Organizational Effectiveness which brought out three dimensions: task performance, organizational citizenship behaviour, and organizational innovation. They used

these frameworks to argue that they are essential for organizational success and that managers should focus on developing strategies that improve all the three dimensions simultaneously.

Lee & Kim (2021) argue that knowledge management capabilities play a crucial role in achieving optimal organizational effectiveness, and that leadership support is essential in developing and implementing effective knowledge management strategies. They emphasize on the importance of achieving optimal organizational effectiveness, stating that "organizational effectiveness is a critical factor for organizations to succeed and survive in today's complex and competitive business environment" (p. 4).

Whilst seeking optimal organizational effectiveness, the terms superior organizational performance (Arokodare and Asikhia, 2020), cutting edge and competitive advantage are used in certain situations to make specific emphasis on the desired or ultimately expected effectiveness of an organization. Each term holds a different meaning but are united by a common focus of excellence, innovation and performance when referring to organizational management.

According to Ketchen and Short (2011), they define the term "cutting edge" as a synonym for "state-of-the-art," and note that it refers to 'the latest and most advanced techniques, strategies, or technologies that are currently being used in a particular field.' Here they highlight the benefits of being at the cutting edge in terms of gaining a competitive advantage and achieving superior performance. "Competitive edge/advantage refers to the unique advantages, capabilities, or resources that a firm possesses, which enable it to outperform its rivals and achieve superior performance in the marketplace." (Porter, 1985).

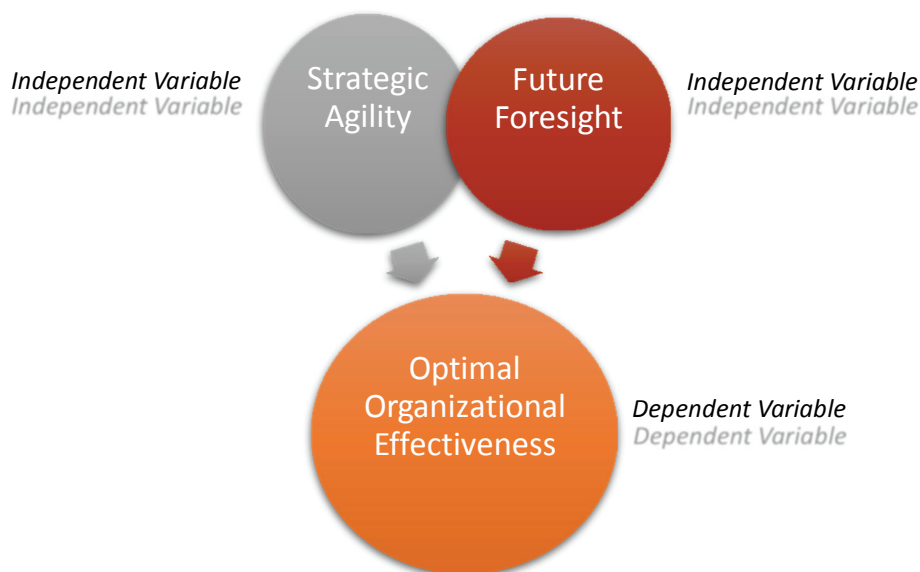


Fig 1: Researcher's conceptual model for variables integration: Strategic Agility and Future Foresight synthesizing to produce optimal organizational effectiveness.

## 2.5. Dynamic Capabilities and Systems Thinking

"Dynamic capabilities, as defined by Teece, provide firms with the agility to create and deploy resources and capabilities in response to changes in the business environment, and they enable

firms to achieve sustained competitive advantage in the face of uncertainty and change" (Crosby & Lattin, 2020, p. 7).

According to Teece, Pisano, and Shuen (1997), Dynamic Capabilities Theory (DCT) is "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (p. 516). DCT emphasizes an organization's ability to adapt and respond to changes and build sustainable competitive advantages. This theory highlights the significance of strategic agility in recognizing opportunities, managing risks, and continuously renewing organizational resources and capabilities.

In a study that synthesized findings from over 200 studies while carrying out a systematic review of the literature on dynamic capabilities, strategic agility and organizational performance, key themes and findings identified included the importance of strategic agility for organizational survival and the positive relationship between strategic agility and various measures of performance. (Al-Abdali, Crick, & Alsharari, 2021). According to Crosby and Lattin (2020), David Teece's dynamic capabilities framework continues to be influential, and their article explores the future directions of this field. They discuss the importance of agility in enabling firms to thrive in uncertain environments.

Systems thinking approach (ST) on the other hand, considers the organization as a complex system of people, processes, and resources. This approach stresses the importance of viewing the organization as a whole and understanding how different parts of the system interact and affect each other. It involves assessing the degree of system complexity, analysing system dynamics, and making a decision that reduces the risk of negative outcomes (Archambault, 2019). ST emphasizes the importance of understanding the relationships between the different parts of a system, and how they interact and influence each other over time. Jun (2017), states that if you are looking for effective and sustainable ways to prevent harm or incidences, then managers should embrace and encourage systems thinking in their organizations.

According to Nam and Pardo (2019), Systems thinking provides a powerful way to analyse complex, interrelated systems and their interactions, which is essential for effective future foresight and decision-making (p. 91). It can be applied to understand the complex dynamics of the internal and external environments in which the organization operates. ST also enables organizations to anticipate and respond to complex challenges in a proactive and holistic way, while fostering a culture of continuous learning and improvement (Senge, 2006, p. 69) therefore, serving as a powerful map leading to the quest on how companies can achieve optimal organizational effectiveness.

The notion that cause-effect is linear is challenged by systems thinking and instead encourages thinking beyond what is seen on the surface. "Systems thinking is based on the premise that the relationship between elements within a system are often more important than the elements themselves. The complexity of the world requires that we think beyond the face value observation and recognize that cause and effect is not always straightforward" (Senge, 2006, p. 9).

A systems thinking paradigm is a way of understanding the world by focusing on the relationships between different parts of a system rather than just looking at each part in isolation. It recognizes that a system is made up of interconnected parts, and any change in one part can have an impact on the whole system. In the context of organizational effectiveness, a system thinking paradigm can help the researcher understand how different variables and

factors are interrelated and how changes in one area can affect the overall effectiveness of the organization. The research paradigm of systems thinking can help the researcher identify the underlying factors and processes that contribute to organizational effectiveness followed by identifying strategies for improving organizational effectiveness through strategic agility in future foresight.

Integrating dynamic capabilities theory and systems thinking approach in the theoretical framework of the topic enables a comprehensive understanding of the importance of strategic agility in achieving optimal organizational performance through future foresight. This framework enables organizations to identify and respond to emerging trends, challenges, and opportunities while considering the interconnectedness of their internal and external environments.

### 3. METHODOLOGY

The theoretical framework that guides this study is an integration of dynamic capabilities theory and systems thinking approach. Dynamic capabilities theory directs how organizations can develop and leverage their internal resources to adapt to changing environments. Systems thinking approach recognizes that organizations are complex systems with multiple interdependent parts, and that understanding the relationships between these parts is essential for effective decision-making and planning. This integration helps organizations find mechanisms that enhance their capacity to adapt and innovate.

Strategic agility and future foresight can each independently influence organizational effectiveness. When the two are brought together to influence organizational effectiveness, then the complexity is introduced therefore, the need to measure 'optimal' organizational effectiveness (Gupta & Tesluk, 2018). The appropriate methodology depends on the research question, the nature of the data, and the resources available for the study. Firstly, previous research on systems thinking, strategic agility, future foresight and organizational effectiveness was reviewed. Secondly, to unpack the complex interplay of variables presented in this study, the researcher has applied the systems thinking paradigm to study the variables and identify factors that impact organizational effectiveness and inform strategies for achieving optimal effectiveness through strategic agility in future foresight.

The overall objective of this study is to explore strategic agility in future foresight and its importance for achieving optimal organizational effectiveness. To meet the stated objective, the one research question in focus which will provide the direction for undertaking the research is:

*What is the importance of strategic agility in future foresight for achieving optimal organizational effectiveness?*

This study employed a systematic literature review approach to explore the importance of strategic agility in future foresight for achieving optimal organizational effectiveness. The systematic literature review followed a rigorous methodology to identify, select, and synthesize the available research evidence on the topic.

The research question follows a diagnostic approach therefore, this research conducted a cross-sectional study. A cross-sectional study is appropriate when the research question is concerned with determining the prevalence, distribution, and association of factors in a population at a particular point in time (Adams et. al., 2017, p. 122).

The time frame for this systematic literature review was chosen to capture the most recent and up-to-date research in the field of strategic agility in future foresight. Therefore, studies published between 2016 and 2023 were included in the review. This time frame was selected based on the premise that research on this topic is rapidly evolving, and the inclusion of studies from this period will provide a comprehensive understanding of the current state of knowledge in the field. Additionally, limiting the search to studies published within this time frame helps to ensure the relevance and applicability of the findings to the current organizational context.

In an emerging research area like strategic agility and future foresight, despite the small number of studies included in the review in this case 11 studies, the selected studies provide a comprehensive understanding of the importance of strategic agility in future foresight for achieving optimal organizational effectiveness within the context of dynamic capabilities and systems thinking. The inclusion criteria sought articles that focused on strategic agility, future foresight, organizational performance and found relevant examples of organizations implementing it.

Relevant data was extracted from the 11 included studies and synthesized using a table that summarized key characteristics, including the research title, year of publication, research source database, methodology, gap/focus, and recommendation/finding/conclusion. Additionally, an analysis was conducted to identify common themes and patterns across the studies as discussed in the results section.

#### **4. RESULTS**

This analysis section aims to synthesize the findings from 11 studies that were reviewed in a systematic literature review that will respond to this research study which is 'Strategic Agility on Future foresight: an exploration of its importance in achieving optimal organizational effectiveness.'

The studies analysed in this paper were selected based on their relevance to the research question. The 11 studies included in the review were categorised into four categories, four studies tackled strategic agility and its dimension especially in response to the independent variables influence on the dependent variable 'optimal organizational effectiveness'. These four articles are Strategic Agility: Achieving Superior Organizational Performance through Strategic Foresight, Developing a Model for Strategic Agility in Knowledge-Based Companies using a Mixed Methods Approach, Strategic Agility, Business Model Innovation and Firm Performance: An Empirical Investigation, and Strategic agility and performance of small and medium enterprises in the phase of Covid-19 pandemic.

The second category highlighted the significance of strategic foresight, and the studies were covered by Strategic Foresight and its Impact on Strategic Agility: An Analytical Study of the Opinions of a Sample of University Leaders in Private Universities in The Middle Euphrates Region, The Role of Strategic Foresight on Dynamic Capabilities, and Looking into the Future: Strategic Foresight in National and EU Institutions.

Specific to the research study, foresight remains a crucial component and the articles reviewed were Foresight and Anticipatory Governance in Practice Lessons in effective foresight institutionalisation and Applying FORESIGHT and ALTERNATIVE FUTURES to the United Nations Development Assistance Framework. Lastly, the review the of futuristic approach to



future studies by analysis the articles How leading firms build a superior position in markets of the future and How do companies envisage the future? Functional foresight approaches.

The articles were harvested from different database sources namely Google Scholar, The Organization for Economic Cooperation and Development, UN Sustainable Development Group Resource, Omnia Science, Semantic Scholar, Journal of Positive school Psychology, International Journal of Innovation in Management Economics and Social Science (IJIMES), International Journal of Financial, Accounting, and Management (IJFAM), and SSRN Electronic Journal.

Methodologies from the 11 articles employed various methods: desk review, case studies, qualitative analysis, quantitative survey, data survey research, longitudinal data, collected interviews, qualitative approach, and multiple case study. These methods were influenced by Dynamic Capabilities theory, Entrepreneurship Innovation theory, Theory of foresight, Rohrbeck's Maturity Model, and Paradigm model of grounded theory. The analysis varied from Structural equation modeling with partial least square, statistical methods such as standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs SPSS.var.27, (AMOS.var.26), Split Half technique, Simple Regression Technique and hypothesis and cursory analysis.

The recommendations drawn from the studies will be discussed in the next section which provides the link to the research study and answers the research question.

## **5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

### **5.1. Discussion**

This section discusses the link of the research findings from the 11 studies to this research focus, highlighting the key outcomes and recommendations for further studies. In summary, recommendations from the reviewed articles contribute to answer the research question on achieving optimal organizational effectiveness through strategic agility in future foresight.

According to Arokodare and Asikhia (2020), organizational managers should embrace strategic agility dimensions and strategic foresight in order to achieve superior performance through employing both strategic agility and foresight in their business activities. Prityi, Docherty, and Lavery's (2022) report on effective foresight institutionalization, entitled "Foresight and Anticipatory Governance in Practice: Lessons in Effective Foresight Institutionalisation," is a valuable resource for understanding how to successfully implement strategic foresight practices within organizations. These practical lessons are featured in the implications section.

One of the reasons the reasons future foresight implementation in organizations struggle is because integrated strategic foresight is embedded into a strategy process that is too centralised, unrepresentative and disconnected. However, when a government leads policy-making processes in an emergent way, it is then acting as a system steward (Tully, 2016). This is one way that strategic agility is integrated into foresight implementation. Companies have to improve performance and gain competitive advantages (Soltaninezhad et al., 2021). According to Soltaninezhad, Morovati Sharifabadi, Zare Ahmadabadi, and Jafarnejad (2021), mixed methods approach offers a better insight in understanding strategic agility in Knowledge Based Companies (KBCs) versus the use of either a qualitative or quantitative method alone. They proposed a model for strategic agility in knowledge-based companies using a mixed method

approach and their study found that strategic agility has a positive effect on organizational performance and recommended that knowledge-based companies should focus on developing strategic agility to enhance their competitiveness.

In an empirical investigation to examine the relationships among strategic agility, business model innovation, and firm performance, Clauss, Abebe, Tangpong, and Hock (2019) argue that firms should develop their firm's capabilities toward strategic agility, with their findings confirming that there is a link between strategic agility and firm performance which is mediated by business model innovation (BMI). They add that changes in the business model and in particular value capture innovation requires systemic adaptations of the organization to prevent issues related to local optimization. Their findings also indicate that strategic agility (which is comprises strategic sensitivity, leadership unity, and resource fluidity) is positively associated with three dimensions of BMI: value proposition, value creation and value capture innovations. It was also discovered that the degree of environmental turbulence strengthens the relationship between strategic agility and BMI adoption. Based on dynamic capability theory and with a specific focus on capabilities for strategic agility, the study identified strategic sensitivity, leadership unity, and resource fluidity as enablers of BMI.

The key focus of study by Flaih and Chalab (2022) was to identify the impact of strategic foresight through its dimensions on strategic agility and its dimensions. The dimensions of strategic foresight are environmental scanning capabilities, strategic selection capabilities, integration capabilities while the dimensions of strategic agility are strategic sensitivity, strategic response, strategic learning. Their findings indicate that Strategic foresight does have a correlation and a significant effect in Strategic agility. They add that strategic planning requires developing the capabilities of strategic foresight and developing the skill of preparing future maps and scenarios. This will help decision makers (through a serious endeavour) to explore opportunities and environmental threats and invest appropriate opportunities.

Since the study focused on the opinions of a sample of University Leaders in Private Universities in the Middle Euphrates region, they recommend that there is need for universities to identify, evaluate and use weak signals from their sources (political, social, cultural and competitive environments, science and technology) to identify threats, opportunities at an early stage, which requires universities to identify the methods, methods, actors, processes, and system necessary to enhance their competitive position. They conclude that private universities and colleges must determine ways to deal with changing environments, which requires them to perceive strategic moves, discover and capture them constantly, and change the organizational structure.

Mohammadi (2023) introduces strategic foresight as an important antecedent of firms' dynamic capabilities. In a study on the role of strategic foresight on dynamic capabilities, they argue that disruptive changes (e.g., new technologies, services, and business models) present a variety of opportunities and risks for companies. These disruptive changes can contribute significantly not only to economic success but also to greater sustainability. Mohammadi adds that it is not a trivial task for established companies to recognize the potential of disruptive changes and to implement innovations in time and therefore, proposes strategic foresight and dynamic capabilities as promising approaches (2023).

As stated in the abstract, COVID-19 led organisations to seek alternatives to them ensure sustainability. Gerald, Obianuju, and Chukwunonso (2020) examined the impact of strategic agility on the performance of small and medium enterprises during the Covid-19 pandemic.

They examined the impact of strategic foresight (SF) on the competitive advantage (CA) of SMEs in Anambra State. Their findings indicate that Strategic Foresight has a relationship with Competitive Advantage, that change in Competitive Advantage is accounted for by changes in Strategic Foresight

In the Corporate Foresight Benchmarking Report 2018, Rohrbeck, Kum, Jissink, and Gordon (2018) discuss how leading firms can build a superior position in markets of the future. They ask the crucial question, is corporate foresight fulfilling a need? These authors highlight best practices and benchmarks for corporate foresight and offer insights into how organizations can use strategic foresight to gain a competitive advantage. Their findings indicate that Future Preparedness is shown to be a factor strongly influencing mid-term future firm performance, and such preparedness can be achieved via the systematic application of future preparation activities, particularly Perceiving, Prospecting, and Probing, as part of the strategic leadership function. The findings also suggest that future preparedness leads to performance improvements, and that many firms are not future prepared to the right level for the pace of change in and around their industry, and therefore fail to systematically build superior positions in markets of the future, as demonstrated by lower results.

Rohrbeck et al. (2018) recommends a look at application of “future preparedness,” though assessing the presence of foresight maturity in fulfilment of need for corporate foresight -triggered by levels of environmental volatility and change. They emphasize on the importance of raising corporate foresight maturity to its level of need, given industry and external conditions from Rohrbeck’s foresight maturity model (developing from Daft & Weick’s, 1984) 3-step model: (1) scanning, or data gathering; (2) interpretation, in which data are given meaning; and (3) learning, in which the organization acts. By following these steps, organisations can translate weak signals on emerging change into managerial actions.

In a methodological analysis conducted on examples of foresight projects executed in chosen companies representing four companies’ type: (SME), non-profit-organization, international corporations, and consulting companies by Kononiuk, Sacio-Szymańska and Gáspár (2017), there are different motivations for foresight introduction as well as different organizational structure of teams conducting the activities and the approaches that they use. A detailed functional foresight approach proposed by the authors could be valuable for SMEs who consider implementing foresight research into their strategic planning processes.

The analysis of strategic foresight by national and Union institutions shows that foresight activities and civic engagement are dependent on each other and supported by technology, policymakers can crowdsource the 'civic surplus' (ideas and skills) held by individuals and communities, thus providing smarter solutions to future regulatory challenges Sgueo and Sgueo (2020). They highlight that collective intelligence is highly relevant in foresight studies.

## **5.2. Implications**

The objectives of this paper were to explore the concept of strategic agility, future foresight, and organizational effectiveness as the key variables in the study, to identify the factors that position strategic agility and future foresight as key strategies in improving organizational effectiveness, to discuss the practical implications of this research for organizations seeking to employ strategic agility in future foresight.

The findings affirm that the study aligned with the conference focus on economic, social, and environmental sustainability: the role of technology and political dialogue based on the discussions carried out from the 11 studied articles cutting across from Knowledge-based Companies, to Universities, government and non-government institutions, SMEs, EU countries and the UN.

The lessons highlighted by Prityi, Docherty, and Lavery's (2022) provide practical implications and emphasise on; the need for the national foresight ecosystem to have a context-specific set-up, the need for buy-in among high-level decision makers, to preserve the challenge function of foresight, the need for inclusive processes incorporating diverse perspectives and disciplines, the need for adequate resourcing, the need for public servants to receive training and support in developing foresight capacity, the need to demonstrate and evaluate the impact of foresight, the need to produce timely, relevant and practical products that are useful to decision makers, and that widespread participation can also increase the legitimacy of foresight processes.

According to Soltaninezhad, Morovati Sharifabadi, Zare Ahmadabadi, and Jafarnejad (2021), Knowledge Based Companies Managers are recommended to carry out five important steps in order to improve their performance and gain competitive advantage through use of strategic agility. Firstly, to enhance causal conditions before using the strategic agility model they have proposed. This is done through strengthening relationships with partners, suppliers, and customers to identify competitors, customer demands, and constant market observation are among the necessities of strategic agility. Secondly, to ensure contextual conditions and requirements for strategic agility in companies are met reason being improving infrastructure to use network communications and integrated information systems is one of the most important obligations in this area.

The next step is to consider all components of strategic agility model including strategic sensitivity, collective commitment, resourcefulness, and resource fluidity. They emphasize that strategic sensitivity should not be neglected because of the specific circumstances of these companies, playing a vital role in successful implementation of this strategic agility model. The fourth step is to pay attention to intervening conditions such as role of managers and employees, inherent nature of companies, and resource constraints. Networking and cohesion as well as attention to management and employee empowerment which are effective strategies in this domain. Finally, KBC managers should be persist and make efforts in case of implementing the strategic agility model, so that they can benefit from competitive advantage of their company as well as economic growth in their country.

Clauss, Abebe, Tangpong, and Hock (2019) added that managers who want to successfully implement BMIs should attempt to develop their firms' capabilities toward strategic agility. One important finding to note is that there are areas to be keen on when it comes to implementation and that is for managers to realize that their efforts toward value creation and value capture innovation could potentially be wasteful or even counterproductive if such efforts are localized instead of being integrative and are not implemented within the strategic context of the firm.

### **5.3. Recommendations for future research**

This study focused on the importance of strategic agility in future foresight and its importance for achieving optimal organizational effectiveness. Further studies can be carried out which

focus on establishing different levels of optimal organizational effectiveness, ways to strengthen strategic agility, and what the role of political dialogue would be in these aspects.

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