

Sustainable Business Resilience: Enhancing Team Adaptability Under Strategic Uncertainty

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ABSTRACT:

The article explores approaches to managing team adaptability in business in conditions of strategic uncertainty. The relevance of the topic is due to the increasing turbulence of the world economy, the impact of globalization processes, digital transformation and the need for companies to respond quickly to external challenges. The study was based on the analysis of modern adaptive management models - Agile, Lean and Holacracy, which are actively implemented in companies in the USA, the European Union and Asia. To assess the effectiveness of the application of these approaches, an analysis of real business cases and statistical indicators of the relationship between the level of team adaptability and business results was conducted: productivity, level of trust, employee involvement, company stability. The research methodology included a systematic analysis of scientific sources, a comparative analysis of management models, as well as statistical processing of data from open analytical reports and corporate research. The results obtained confirm that organizations with high team adaptability demonstrate a higher level of productivity, have lower staff turnover and better adapt to crisis situations. It has been proven that innovative management models can increase the effectiveness of team interaction, reduce stress levels among employees, and create conditions for long-term business sustainability. Further research areas include framing concrete recommendations for improving the level of adaptation of teams in a turbulent business environment.

Keywords: crisis management, strategic enterprise managing, adapting team, crisis management and a digital transformation.

1. Introduction

Flexibility in team management is prominent to the successful functioning of modern organizations under the conditions of strategic uncertainty. The success of firms relies directly on their ability to react to external changes in a short time and hence, flexible management models that are able to focus on effective team interaction are to be employed. On the global level, the economy presently dwells upon instability, and in such a scenario, traditional hierarchical management models provide less advantage compared

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to adaptive ones. The research by Dotsenko et al. (2023) states that the change of management processes in a multi-project environment requires innovative configuration management techniques that help in the enhancement of decision-making efficiency.

In today's globalization and international integration, companies have to allow flexible team management to maintain their competitive edge on the global market. In the European Union, hybrid management systems are now widely promoted and combine traditional methods with innovative strategies to stimulate flexibility and adaptability within teams. On the other hand, the focus of management in the United States is Agile management methods that emphasize the technology sector, while in Japan and South Korea, Lean approaches that emphasize production process efficiencies are being more popular. Research by Iftikhar et al. (2024) has identified ever-increasing importance regarding the interplay of human resources and AI in teamwork that requires a retraction of traditional management models. The dynamics of the labor market and the business field today are changing in response to the new challenges that demand alternate adaptive strategies to ensure productivity within teamwork.

The regional advantages of Agile management models in the US, Lean in Japan, and Holacracy in Europe reflect the influence of cross-cultural context on the adaptability of global teams. Agile (flexibility, agility) and Lean (thriftiness) management systems, in particular, can be effectively applied in interaction and mutual influence. Agile principles emphasize the importance of working in short cycles with constant attention to detail and the formation of motivated teams that strive for effective interaction.

There is significant synergy between Agile and Lean. Despite differences in conceptual principles, the models complement each other: an organization can be lean while remaining agile and responsive to change.

Holacracy, on the other hand, involves decentralizing power and differentiating decision-making authority among self-organizing teams. Hierarchy takes a back seat, while “roles” are defined with clear goals, accountability, and areas of responsibility.

The development of adaptive management has garnered great emphasis from digital technologies that can automate decision processes, enhance interactions among team members and adapt quickly to changes. From the viewpoint of artificial intelligence, cloud platforms and analytical environments, an adaptive work environment is being created, which is crucial for large corporations and multinational companies. The research done by Garmestani et al. (2023) indicates that effective management of socio-ecological systems is based on multi-level adaptive management principles and is intrinsically linked to modern approaches of business team adaptability. There is room for integrating digital solutions into the personnel management process that promote team effectiveness and team-based decision-making.

2. Theoretical Background

Adaptability of team management is a crucial factor that determines the survival and performance of any business confronted by strategic uncertainties. Very recent studies indicate that organizational adaptive approaches are those that respond more quickly to market changes, advance internal communications, and improve business processes. The exploration of this field covers an extensive spectrum, ranging from conceptual models of

adaptive management to high-technology solutions and crisis management strategies. This literature review provided for an analysis into modern scientific investigations accruing evidence of the principal trends and challenges that come into play in the management of team business adaptability. A review of the theoretical foundations of team adaptability demonstrated that the phenomenon is multidimensional. Strizver and Ployhart (2024) analyze the impact of team shifts and internal crises using the Event-System Framework, which accounts for the dynamic processes whereby teams adapt to turbulent changes. Boeckxstaens (2023), meanwhile, considers adaptability to be the most variable in the operation of complex systems underlining the need for interdisciplinary teamwork- in particular, in medical teams. Fornander et al. (2024) apply social network analysis to study communication patterns in crisis situations, proving that effective interaction contributes to faster decision-making. Li and Li (2024) highlight the mechanisms of team development through reflective learning, which ensures the ability of teams to combine the exploitation of existing opportunities and the exploration of new strategies.

Global changes and increasing competition are driving companies to adopt innovative approaches to team management. Dotsenko et al. (2023) propose a model of configuration management in multi-project environments that allows for optimized resource planning. Iftikhar et al. (2024) examine the dynamics of human- technology interaction , emphasizing the role of leading digital solutions in improving team adaptability.

A multi-scale approach to adaptive management is justified by Garmestani et al. (2023) for the reason that this is an activity that involves both the social and environmental factors in decision-making. Socially responsible businesses must strictly adhere to the concept of sustainable development, stimulate innovation, and effectively manage available resources. Guarantees of sustainable growth in the direction of sustainable development should be positioned as one of the main goals of implementing the concept of corporate social responsibility, which should be reflected in the company's strategy and organizational activities. The stakeholder approach involves mutual benefits, but their interests are often in conflict. The model proposed by Garmestani et al. (2023) provides for the unification of their focus in the long term, including in the form of socially responsible project selection, targeted investments, the introduction of responsible consumption practices, and measures to achieve sustainable development goals.

Adaptive management and reinforcement learning have been studied by Chapman et al. (2023) so as to increase effectiveness in strategic decisions created under uncertain settings. Digitalization forms a very vital aspect of the adaptability of teams. It stretches collaboration horizon and automates business processes. Ebrahimi Gatgash and Sadeghi (2024) compare traditional and adaptive management methods, demonstrating the effectiveness of the latter for the sustainable development of enterprises. Månsson et al. (2023) analyzed barriers to the implementation of adaptive management and pointed out the necessity of developing flexibility in organizations. Bawono et al. (2023) studied the interrelationship between organizational agility and adaptive management, as related to the company's performance. Stoffels et al. (2024) looked into the monitoring of the adaptive ecosystems in management, enabling prediction of most risks and evasion of crises then. In this scenario, new governance action structures grow from the need for organization. Resilient teams can salvage activities and processes from disruption and damage by global

crises and turmoil. Automated monitoring systems help facilitate adaptive governance processes, according to Shirk et al. (2023). Some of the ways discussed by Nasution et al. (2024) for minimizing the adverse impacts of crises on the economy are effective high conservation value area management strategies. Basheer et al. (2023) attempt to study cooperative adaptive governance for water resources, stressing its core aspects of balance between environment and economic consideration. Gutheil and Koch (2023) analyze adaptive management in the public sector, highlighting the risk of governance processes becoming depoliticized during crisis response.

Adaptive management in general and especially in sectors affected by climate change and global market dynamics. Gawne and Thompson (2023) review adaptive water management in Australia, demonstrating the effectiveness of strategies for water-scarce regions. Smith et al. (2023) propose an updated model for adaptive decision-making in the field of sustainable development. Tytykalo et al. (2023) analyze the economic security of enterprises in global challenges, while also stressing the need for adaptive management practices. Siegersma et al. (2023) attribute natural solution management strategies to the protection of ecosystems and an adaptation response to climate change.

Analysis of scientific sources confirms that adaptive management, without a doubt, constitutes one of the strategic factors for business development in an uncertain environment. Research indicates that achieving higher effectiveness of teamwork requires flexible management models, digital technologies, and monitoring systems. The application of multi-level managerial forms, technological innovations, and social strategies reduces enterprise risks and gives enterprises the maximum chance to be sustainable in the future within a long-term market context. Future research may be directed toward developing integrated models involving technological and organizational tools for the bettering adaptable capacity of teams in the international business environment.

In essence, the study is aimed, first and foremost, at the identification of key principles for the management of team adaptability in business settings bedeviled by strategic uncertainty; and the evaluation of these principles with respect to their influence on the effectiveness of teamwork, organizational resilience, and the quick response of companies to changes in their external environment. The study objectives are to evaluate the effectiveness of adaptive management models, analyze the role of digital technologies in enhancing the flexibility of business processes, and analyze the effect of team adaptability on productivity, trust levels with management, and risk reduction in times of crisis. The findings of this study are practically significant for formulating recommendations for implementing adaptive management strategies with a view to increasing a company's effectiveness in teamwork.

3. Methods

Inter-relationships between business team adaptation management under strategic uncertainty were researched through several stages. At one of those first stages, a scientific literature review, analysis of analytical reports, and cases on adaptive management methods used in crisis situations were carried out. This was followed by comparative analysis of the successful and unsuccessful adaptation strategies of teams employed by leading

international companies. The next stage would involve coming up with measures of teamwork efficiency which shall be based on either statistical data or surveying of employees, since this could help in making generalized conclusions as to the impact of team adaptability on business results. The final stage was the synthesis of results obtained, and the formation of recommendations vis a vis the modern use of such approaches to team adaptability.

The analysis selected international companies operating in dynamic market conditions and having experience in using adaptive management models. The companies considered were from the USA, Japan, Germany, the Netherlands and Scandinavian countries, which use Agile, Lean and Holacracy as the main approaches to team management. Because of high adaptability, fast, flexible ability to effectively respond to changing business environments, thereby the adaptiveness in responding to changes, these companies were selected. The study also included technology-comprising companies, manufacturing and service companies, as industries mostly susceptible to rapid change adapt flexible team management. Important selection criteria included the availability of open data relating to the corporate culture, management methods, and performance indicators.

Thus, the research design incorporated a mixed method, namely qualitative and quantitative analysis. Systems analysis methods made it possible to identify the most critical factors of team adaptability and how they affect business sustainability. The case study was used, where successful team management practices were analyzed under conditions of strategic ambiguity in international corporations. The models of adaptive management were assessed based on comparative analysis, showing their strong and weak points in various business settings: Agile, Lean, and Holacracy. Quantitative analysis was based on the processing of statistical data, relating to average productivity, turnover rates, trust in management, and other key business metrics.

The study is limited by the complexity and resource intensity of experimental verification of the theoretical results obtained.

Direct field studies or experimental projects could provide stronger causal conclusions. This limitation restricts the generalizability of conclusions across different sectors and geographical contexts, and therefore future iterations of the study should draw on the potential of experimental verification of empirical findings.

This information was publicly available from research and analytical reports, as well as through employee surveys related to companies using the adaptive management model. This research methodology would ensure a complete assessment of the value of the adaptability of teams in a business outcome in times of strategic ambiguity. Combining qualitative analysis of real business cases with quantitative analysis of statistical data proved promising in identifying effective approaches to team management. The study proves that the use of adaptive models helps to increase productivity, reduce risks and strengthen corporate culture. The results obtained can be used to develop management strategies so that organizations can effectively adapt to changes in the market environment.

4. Results

Modern business operates in a world where strategic uncertainty is an integral factor in the development of markets. Crises, geopolitical changes, economic downturns and technological breakthroughs require flexibility, rapid decision-making and effective adaptation. Successful companies in different countries use adaptive management models that help them develop in the face of change .

Some of the most effective models are Agile, Lean and Holacracy, each of which is used in different industries and countries. Agile methodology, common in technology companies in the USA and Western Europe, encourages businesses to quickly test and adapt new solutions, which is critical for the IT industry and startups. Lean, which is actively used in the manufacturing sector in Japan and Germany, helps to optimize resources and increase productivity by reducing waste. Holacracy, which is successfully implemented by companies in the Netherlands, the USA and Scandinavia, is an effective model for companies that seek to develop self-organized teams without traditional hierarchy.

Table 1: Effective adaptive management models in conditions of strategic uncertainty

Management model	Basic principles	Key benefits
Agile	<div>1. Agile project management with short iterations (sprints).</div> <div>2. Orientation towards team cooperation and self-organization.</div> <div>3. Regular testing and adaptation of the product based on feedback.</div> <div>4. Using adaptive Scrum or Kanban methods.</div> <div>5. Continuous improvement and training of the team.</div>	<div>1. High speed of change implementation.</div> <div>2. Flexibility in decision-making.</div> <div>3. Increasing team engagement.</div> <div>4. Minimize risks through quick feedback.</div> <div>5. Cost optimization through adaptation to market conditions.</div>
Lean	<div>1. Elimination of all types of losses: time, resources, effort).</div> <div>2. Focus on continuous improvement — Kaizen.</div> <div>3. Using analytics to improve process efficiency.</div> <div>4. Minimizing excess production and optimizing logistics.</div> <div>5. Focus on customer needs to create value.</div>	<div>1. Reducing operating costs.</div> <div>2. Improving the quality of products or services.</div> <div>3. Reducing production cycle time or implementing changes.</div> <div>4. Effective use of human resources.</div> <div>5. Increasing profitability through process optimization.</div>

Holacracy	<ol style="list-style-type: none"> 1. The absence of a traditional hierarchy, replaced by a division of roles. 2. Autonomous teams (circles) that make decisions independently. 3. Flexible mechanisms for distributing responsibility. 4. Constant adaptation of structures to real business needs. 5. Using clear rules for interaction between teams. 	<ol style="list-style-type: none"> 1. High speed of decision making. 2. Increased employee motivation through autonomy. 3. Efficiency in a rapidly changing environment. 4. Flexibility in scaling the company. 5. Better adaptation to innovation challenges.
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Source: developed by the authors

The practice of applying adaptive management models shows that Agile is best suited for industries with rapid changes: IT, finance and consulting, where the speed of decisions and adaptability to customer needs are critical. Lean methods are used in industry, automotive and logistics, as they can minimize losses and optimize production processes. Holacracy is an effective model for innovative companies and creative agencies, where team autonomy increases flexibility in decision-making.

In today's dynamic business environment, team adaptability is a critical success factor for organizations facing strategic uncertainty. Effective collaboration and agile HR management can reduce risk, increase productivity, and improve employee retention. According to a study by FlairHR (2024), organizations that actively invest in developing a team culture and adaptability have 41% lower absenteeism and 24% lower employee turnover. Proper management of team interaction significantly affects the long-term stability of the company.

Below is Figure 1, which displays key indicators of team adaptability in modern organizations. It contains the main aspects of team interaction, their effectiveness in crisis conditions, and the impact on business results.

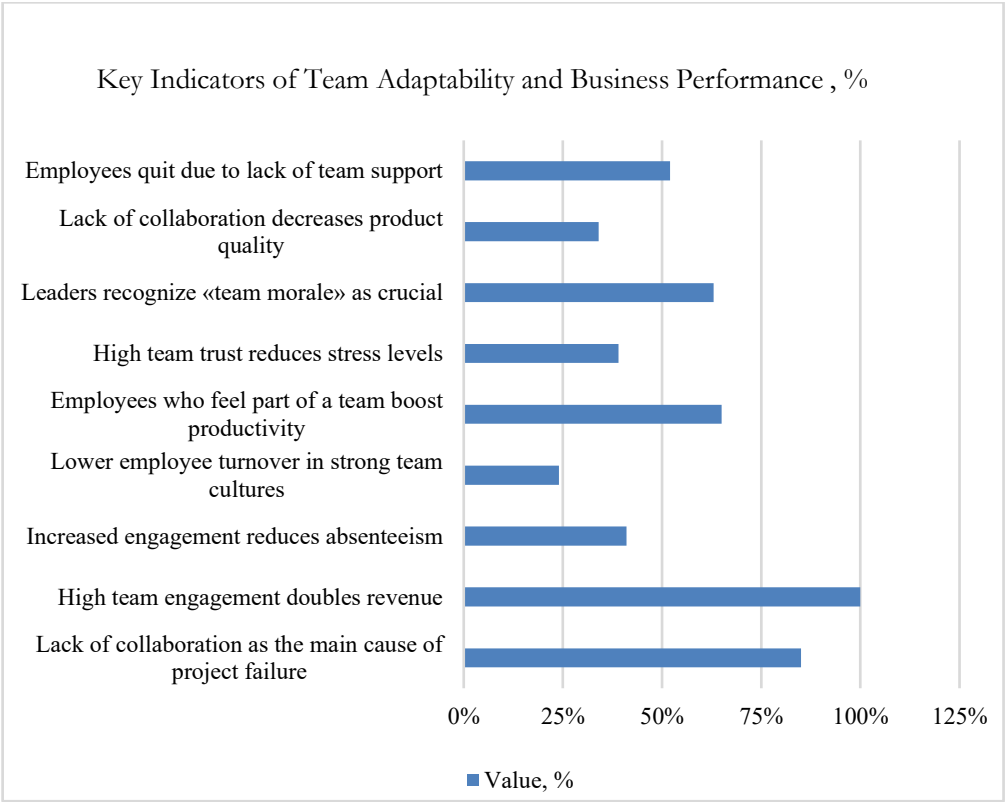


Figure 1: The Role of Team Adaptability in Organizational Success
Source: developed based on FlairHR (2024)

Flair study HR (2024) demonstrates a direct relationship between the quality of teamwork and business results. The lack of effective interaction between employees is a key reason for project failure in 85% of cases, which confirms the need for a strategic approach to team management. Also, organizations that pay attention to team culture achieve higher productivity: employees who feel like they are part of a cohesive team increase their efficiency by 65%.

On the other hand, the data also points to the risks associated with insufficient attention to team adaptability. In particular, 52% of employees are fired due to lack of team support, and low levels of collaboration reduce product quality by 34%. Therefore, there is a need to implement new approaches to team management, including adaptive management models - Agile, Lean, Holacracy.

In the management of team-based business adaptability in the face of strategic uncertainty is a key factor for ensuring the sustainability and competitiveness of companies. The use of modern approaches to team collaboration and the implementation of effective communication mechanisms can reduce risks, increase productivity and create a favorable working environment for long-term business development.

Implementing these models requires cultural change in the company, effective leadership and support from all levels of management. Agile methods work well in the

USA and the UK, as the corporate culture of these countries supports experimentation, rapid decision-making and self-organization. At the same time, Lean is dominant in Japan and Germany, where discipline, efficiency and continuous improvement are traditionally important. Holacracy is popular in the Scandinavian countries and the Netherlands, where horizontal management structures and team autonomy are the standard.

In this context, the link between corporate culture and the implementation of an adaptive model is particularly interesting. Given that holacracy is a comprehensive set of tools and approaches that helps manage a company by objectives, the most difficult stage is modeling the structure of circles and roles (upfront modeling). All approaches are based on the functional division of the company and the differentiation of individuals according to their ambitions for positions. Obviously, integrating holacracy requires sufficient time for abstraction and the development of a hierarchy of goals. This aspect is critical for businesses seeking structural transformation in rapidly evolving markets.

Team resilience in times of crisis is a key factor in business survival (Figuerola, 2022). Companies that can respond quickly, change approaches, and communicate with the public quickly emerge from crises more effectively. Johnson & Johnson and Pepsi are positive examples, as their teams quickly acknowledged mistakes, corrected actions, and applied strategic change management.

Instead, Uber, Volkswagen, and United Airlines have demonstrated that the lack of a strategic approach to crisis adaptation leads to long-term consequences (VoltageControl, 2024). Delays, denials, and unclear communications have significantly exacerbated crises and negatively affected companies' reputations.

Table 2: Corporate cases on managing business team adaptability during crises

Company	Case	Consequences
Johnson & Johnson	Flexible management and rapid response . Product recalls and communication with the public helped maintain trust.	An exemplary case of adaptation : changes in corporate culture, implementation of new security standards.
Pepsi	Prompt adaptation of communication . After an unsuccessful commercial, the company quickly withdrew it and admitted the mistake.	Demonstrating a quick response : admitting the mistake reduced reputational damage.
Cracker Barrel	Crisis "ignorance" strategy . The company did not respond to the social scandal with the dismissal of an employee.	An example of risky adaptation : the crisis passed without visible consequences, but potential long-term risks remained.

Uber	Inconsistent crisis management . Inconsistent management actions exacerbated the crisis, leading to mass layoffs.	Adaptability failure case : the lack of a strategic approach made the situation worse.
Volkswagen	Late adaptation . The company initially denied manipulating eco-tests, which led to significant fines.	Negative impact on corporate adaptability : long-term loss of trust.
United Airlines	Misguided crisis communication . The crew's defense of their actions after the forcible removal of a passenger sparked public outrage.	Late correction : loss of \$800 million in capitalization in 24 hours.
Chipotle	Post-crisis transformation . After the food safety crisis, the company changed its management and quality standards.	Long-term adaptation : the company restored its reputation, but lost a significant market segment

Source: developed based on Branfolder (2024) and Voltage Control (2024)

Team resilience in a crisis should include process flexibility, rapid decision-making, and effective crisis communication (IT Enterprise, 2024). Chipotle’s successful case demonstrates that even after major crises, a company can rebuild its corporate processes and rebuild its reputation.

The data presented highlights the critical relationship between team adaptability and overall business performance. The fact that 85% of project failures are due to lack of collaboration and communication barriers demonstrates the key role teamwork plays in achieving strategic goals. When teams lack cohesion, task misalignment occurs, leading to inefficiency and operational disruptions. In contrast, organizations with high levels of team engagement see significant revenue growth, sometimes even doubling financial performance. Increased team engagement reduces absenteeism by 41%, so employees who feel part of a team are more motivated and committed to their duties.

High levels of trust within teams also play a crucial role, reducing stress levels by 39% and creating an environment in which employees can reach their full potential. Leaders who identify team “morale” as a key success factor acknowledge its impact on motivation and performance. Conversely, insufficient collaboration within an organization not only harms overall synergy, but also reduces product quality by 34%, which directly affects the competitiveness of the business.

It is necessary to specify the regional and cultural factors that influence the effectiveness of management models. Regional factors include the structure of the economy, the level of regional development, the social composition and standard of living of the population, historical factors, political stability and the level of corruption, the level of state support, natural and climatic conditions and ecology, as well as openness to innovation and the level of adaptability. Among cultural factors, moral norms, traditions, customs, historical experience, national identity, and religion are influential.

Therefore, successful crisis management depends on the speed of decisions and the strategic vision of management. The most adaptive companies create flexible teams, ready for rapid change, which becomes a decisive factor for survival in conditions of strategic uncertainty.

5. Discussion

The findings of the study are confirmed and enriched with conclusions offered by contemporary scientific papers regarding the ability to manage adaptability of business teams in a strategic uncertain environment. Sun et al. (2023) emphasize the importance of adaptive approaches in data-poor industries, demonstrating the need for rapid decision-making in dynamic environments. This finding is consistent with our findings on the importance of Agile and Lean methodologies for increasing team flexibility in the face of uncertainty. Kuiper et al. (2023) investigate the role of adaptive management in improving leader engagement, which is consistent with our findings on the relationship between leadership effectiveness and levels of trust in teams. Yang et al. (2023) note that adaptive management is particularly important in areas where external factors change rapidly, which confirms our observation of the critical role of adaptability for companies in highly competitive market environments.

The analysis of digital technologies and their impact on adaptive team management has been reflected in many contemporary works. Brown et al. (2023) consider mechanisms for managing adaptive processes through digital systems, which is consistent with our findings on the growing role of automation in improving coordination in teams. Liu and Zhao (2023) note that the use of analytical systems for risk management can increase the effectiveness of the adaptive approach, which confirms our study, in which statistical analysis showed a positive impact of digital technologies on team performance. Arefiev et al. (2023) emphasize the synergy of marketing and logistics approaches in agile enterprise management, which correlates with our results on the importance of cross-functional cooperation in conditions of instability.

The significant impact of adaptive management on organizational resilience to crisis situations is also noted in the current literature. Bradford et al. (2023) demonstrate that flexible resource management stimulates rapid response to changes in the external environment, which is consistent with our findings on the advantages of teams with high adaptability. Xia et al. (2023) emphasize that the perception of ecosystem changes helps organizations better integrate adaptive strategies, which is confirmed by our data on the importance of a culture of continuous improvement in teams.

At the same time, Diamantidis and Chatzoglou (2019) argue that adaptability is not the only factor that increases labor productivity and guarantees high performance. Other factors, such as skills, knowledge, motivation, work organization, and technical support, play a priority role, according to the authors..

Muzychko (2023) proves that an adaptive approach contributes to the long-term preservation of ecosystems and natural resources, which can be applied to business, where strategic adaptation plays a key role in the sustainable development of companies.

Thus, the results of the study are consistent with modern scientific approaches to managing team adaptability, confirming the importance of flexible management models and digital tools for increasing the efficiency of organizations. The use of adaptive strategies allows companies to minimize risks, maintain competitive advantages and improve internal communication in conditions of strategic uncertainty. Further research can focus on the practical implementation of adaptive methodologies in various sectors of

the economy and the development of recommendations for optimizing team interaction in the face of global changes.

6. Implications and further research

Adaptive team management is critical to business resilience in times of strategic uncertainty. Research shows that companies that adopt agile teamwork approaches, including Agile, Lean, and Holacracy, experience higher efficiency, lower employee turnover, and improved productivity. It was found that 85% of project failures are due to lack of collaboration and communication barriers, and companies with high levels of team engagement double their revenue.

It is evident that team autonomy and adaptability positively influence the speed and accuracy of decision-making, determining openness to innovation. Adaptability helps minimize risks by allowing timely responses to changes and mitigating their impact. Such risks include losses, ineffective problem solving, the influence of stressors, etc.

For successful business functioning in a dynamic environment, it is necessary to develop adaptive team competencies using modern management models and tools. Organizations that implement proactive approaches to team adaptability management not only reduce risks, but also create conditions for long-term growth and innovative development. Further research can be aimed at a deeper study of the relationship between the level of team autonomy and the speed of business adaptation to external challenges.

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