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From strategic planning to agility: strategic management approaches

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Abstract
Strategic management is fundamental to business development, but traditional strategic planning has lost its value due to uncertainty and constant market changes. Therefore, a new strategic paradigm known as agility has emerged, which promises to generate adaptation and sustainability for companies. The overall objective of this document is to examine strategic planning and organizational agility approaches, in order to understand how these paradigms can contribute to business advancement in dynamic and changing environments. A systematic review of the literature in scientific databases was carried out to achieve this. Expected outcomes include identifying differences between traditional strategic planning and organizational agility, understanding how agility can generate business adaptation and sustainability, and its implications in competitive environments. In conclusion, agility is essential for adaptation and sustainability, promoting dynamic strategies and skills such as problem solving and collaboration, improving business performance.

Keywords: project management; strategic planning; strategic agility.

Desde la planeación estratégica a la agilidad: enfoques de gestión estratégica

Resumen
La gestión estratégica es fundamental para el desarrollo empresarial, pero la planificación estratégica tradicional ha perdido su valor debido a la incertidumbre y a los constantes cambios del mercado. Por ello, ha surgido un nuevo paradigma estratégico conocido como agilidad, que promete generar adaptación y sostenibilidad para las empresas. El objetivo general de este documento es examinar los enfoques de planificación estratégica y agilidad organizativa, con el fin de comprender cómo estos paradigmas pueden contribuir al avance empresarial en entornos dinámicos y cambiantes. Para ello, se ha llevado a cabo una revisión sistemática de la literatura en bases de datos científicas. Los resultados esperados incluyen la identificación de las diferencias entre la planificación estratégica tradicional y la agilidad organizativa, la comprensión de cómo la agilidad puede generar adaptación y sostenibilidad empresarial, y sus implicaciones en entornos competitivos. En conclusión, la agilidad es esencial para la adaptación y la sostenibilidad, promoviendo estrategias dinámicas y habilidades como resolución de problemas y colaboración, mejorando el rendimiento empresarial.

Palabras clave: gestión de proyectos; planificación estratégica; agilidad estratégica.

1 Introduction

Today, strategic management has become a key component of business development and survival. Traditional strategic planning (SP) has established itself as a fundamental approach for management to make decisions and guide operations [1,2]. However, this strategic approach that integrates company policies, systems and processes is considered "hard" in the face of rapidly changing markets and increasing uncertainty. The need has therefore arisen to implement a more dynamic and adaptable approach, in line with the idea of organizational agility [3].

However, the concept of agility in both academic literature and business practice has not been clearly defined. This leads to confusing terms, such as strategic agility and organizational agility. Agility does not refer to using a tool,

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instrument or framework for project management, nor is it only linked to external changes. Rather, it is a managerial quality or strategic guideline of an organization continuously seeking to evaluate its products and processes, in order to remain in the market and generate sustained growth over time. This is known in literature as dynamic capacities [4,5].

In this context, it is crucial to explore the contributions of traditional SP and strategic agility approaches that provide companies with the tools and resources they need to meet current and future challenges. The business environment is constantly changing, and companies need to retain the capacities that help them adapt or anticipate as best they can through a solid strategic approach aimed at achieving their long-term objectives.

2 Methodology

A systematic literature review was developed to collect and analyze relevant studies on the topic of traditional strategic planning and strategic agility. The consulted databases were Scopus, Web of Science and Google Scholar, using keywords, such as "strategic planning," "traditional planning," "strategic management," "strategic agility," and "organizational agility."

The following selection criteria were taken into account to conduct the literature review: they had to be scientific articles reviewed by academic peers; their publication dates had to be from 2019 to date, with the exception of earlier relevant articles; they had to be written in English; and they specifically had to address the topic of strategic planning and organizational agility.

The initial search yielded a total of 150 relevant articles. Their titles and abstracts were reviewed to determine whether or not they met the selection criteria. After this process, 57 articles were selected for a full reading and detailed analysis. A thematic analysis approach was used to analyze the selected articles, identifying patterns and trends in the different studies' findings and conclusions [6]. The 57 selected articles were read a second time, and a summary was developed for each one of them. They were included in each corresponding analysis category.

3 Literature review

Today, businesses are undergoing constant change due to the incorporation of new technologies and business procedures. As a result, companies cannot make decisions based on predictions, management intuition or unforeseen actions [7]. Strategy has emerged as the set of managerial decisions and actions, which involve formulating, planning, implementing, evaluating and controlling processes to achieve the desired objectives [8,9].

The long-term objective of strategy is to improve an organization's performance. Therefore, strategy is based on studying the internal strengths and weaknesses of a company, with which it can monitor and evaluate external opportunities and threats [10]. The etymology of the word strategy comes from the Greek "strategos" which means "general" in a military context. In business, it can also be understood as "management" or "planning," and it focuses on understanding the competitive environment and how these factors can affect a company [11].

According to [12], strategy involves establishing a company's long-term objectives and goals, as well as taking actions and allocating the necessary resources to achieve these objectives. Meanwhile, [13] consider the plan that defines a company's activity, its markets, the needs to be satisfied and the products to be offered. An effective strategy is based on objectives, the ability to make risky decisions, the search for commercial opportunities and the desired behavior of the markets.

For [14], strategy involves choosing the activities in which a company excels, in order to establish a sustainable competitive advantage. On the other hand, [15] assures that it is composed of four elements that make up a unit. The mission responds to the purpose of the organization, establishing its business, market and public image. The vision defines the company's desired future and motivates the entire organization to achieve it. Values are the principles and standards that guide management. Objectives are goals to be achieved within a given time frame. Organizational culture and philosophy are derived from these components.

However, the term "strategy" has been used rather loosely in recent decades, which has led to the lack of a single definition. Consequently, several generic approaches have been developed that offer multiple perspectives on the purpose of strategy and ways to achieve it [11,16,17].

[18] states that there are three types of generic strategies: cost leadership, differentiation and focus. A company that follows a cost leadership strategy focuses on minimizing costs and implementing strict cost controls. The differentiation strategy involves creating unique and distinctive products or services valued by customers because of their special characteristics. Meanwhile, the focus strategy focuses on a specific market segment or niche where the company can serve the particular needs of that market more effectively than other competitors.

On the other hand, [19] defines the concept of strategic management as the art and science of making decisions that link different functionalities and help the organization meet its objectives. They present business strategy as the company's plan to achieve a competitive advantage in the marketplace. Strategic management is a continuous process that involves analyzing strategic goals, the organization's internal and external environment, and the decision-making and actions to create and maintain competitive advantages.

[16] also state that there is a dichotomy in academic research between rational versus incremental planning. The rational school of thought believes a core group of company managers deliberately formulates strategies. The incremental school of thought believes strategy emerges within a firm through its day-to-day activities. In practice, strategic planning can arise from a logical process, as described by the rational school of thought, or be described through the company's activities and its results, as stated by the incremental school of thought.

Moreover, [11] propose two approaches to strategy: general strategy and company strategy. The former focuses on planning, resource allocation and profitability as pillars of the traditional approach, while the latter complements it and directly involves managers or leaders.

Successful execution depends on the functions of senior management and organizational project management, and is also used in task leadership, decision-making, coordination and communication of strategic objectives.

The environment is now dynamic and changing, which demands adaptability, flexibility and responsiveness from companies. Agile environments require a re-evaluation of traditional strategic planning methods and adopting more flexible and adaptive practices to navigate effectively [20].

The International Council on Systems Engineering (INCOSE) describes the environment as Uncertain, Unpredictable, Risky, Variable and Evolving (UURVE) [21]. The environment can also be described as Volatile, Uncertain, Complex and Ambiguous (VUCA), a term borrowed from US military jargon in the 1990s [22]. The Scrum field book states that things are changing so rapidly that traditional ways of working are crumbling and complexity has become the norm [23]. This is in addition to the challenges posed by the Fourth Industrial Revolution and radical technical innovation [3].

Moreover, the evolution of technology and digital disruption have led to a profound impact on social and organizational systems, creating greater needs and customer satisfaction levels that force companies to improve their performance and competitiveness [24,25]. This reinforces the value of innovation in products and services, the optimization of operating processes and the development of a culture aimed at customer satisfaction in the digital era [26]. This highlights a management approach towards more dynamic, adaptable organizational change, which aligns with the concept of organizational agility [27].

The above has led to new principles and a different way of carrying out the strategy. This is known as the paradigm of agility, which adopts an open-system approach that establishes how an organization can function effectively in the current environment. This paradigm is characterized by formulating and executing the strategy with a dynamic and iterative approach, prioritizing skills, such as problem resolution, decision-making, adaptability, team self-management, feedback, collaboration and continuous learning [28,29].

These skills allow individuals and teams to navigate complicated and unpredictable situations, identify emerging opportunities, respond to changes quickly and continuously improve their performance [30]. In addition, effective communication and exchanges of information are crucial in an agile environment [31]. Organizations must promote a culture of transparency, trust and open communication to facilitate effective collaboration and decision-making [32].

SP can have a “hard” approach that emphasizes close integration between policies, systems and corporate processes with corporate strategy. For this reason, strategic management that is more adaptable to the constantly changing market is necessary [27]. Furthermore, organization must quickly create and take advantage of opportunities, personalize products for individual customers and be pioneers in technological advancement. This agility can be observed on two levels: systemic and local. Systemic agility is an organizational identity that is favorable for agility. From its shared beliefs and values, it tends to adapt to the evolving environment. Meanwhile, local agility refers to specific sub-units of an organization that need to be agile in different ways according to their functions and capacities [3].

3.1 Concepts and fundamentals of agility

Companies require a greater response capacity in light of an increasingly volatile business environment [33], which implies a more competitive market and assumes a higher probability of failure. In this way, companies need the agility to adapt their business models and strategically align with a constantly changing environment. This implies the capacity to quickly identify opportunities and make the necessary changes to organizational and operational processes to take advantage of said opportunities [34]. For example, the average lifetime of a company on the S&P 500 decreased from 33 to 24 years between 1964 and 2016, and this figure is forecasted to be 12 years by 2027 [35]. In fact, [35] estimate that half the companies on the S&P 500 would be replaced by 2028. The current rate of change is faster than ever, and the players that will lead the markets in the future are not even known today [36].

In any organizational environment, studies on strategy and organization indicate that strategy as a sequential, planned or imposed process from the top is an essential but not complete requirement to ensure compliance with decisions [37]. As a result, the concept of “agility” is receiving more attention, and the production of knowledge on this topic is increasing. Books, articles, academic literature and the professional press address agility and how it can help companies in light of impending change and external threats [33]. In this way, several IT and consulting vendors have shifted their efforts to providing agile transformation assistance. They provide a variety of organizational and technical solutions that help achieve a certain desired level of agility, in order to handle unexpected waves of change [33].

Despite the importance of agility, there is no consensus on its conceptualization or clarity as to how it could be evaluated or implemented in a company [33]. According to [36], agility is prone to error, partly because it has been carried over from its applications in software development, without clearly articulating the underlying assumptions and objectives. However, according to [5], agility was defined in organizational terms for the first time in 1982 as the ability to react quickly to rapidly changing circumstances [38]. The concept of organizational agility emerged as an approach to increase competitiveness in a context of economic stagnation in the U.S. manufacturing industry. Regardless of the industry, managers agree that organizational agility is central to achieving competitiveness in today’s business environment [5].

The lack of conceptual clarity about agility is also widespread in applied organizational research, so it is common to find a significant number of definitions and disagreements [5]. The same is true for the concept of strategic agility, which is diffuse [39]. However, it is wrong to simply equate agility with speed and organizational change, because competitive advantages are achieved from a variety of sources, such as reflection, slowness and active waiting. The latter variant is especially relevant for high-reliability industries that are not supposed to be agile in a transformational sense [36].

According to [40], agility refers to the ability to identify opportunities for innovation and seize them in the competitive marketplace by quickly and surprisingly assembling the necessary assets, knowledge and relationships. Agility involves both exploring and harnessing opportunities for market arbitrage. Exploration involves experimenting with new alternatives and seeking knowledge about unknown competitive opportunities. Exploitation involves using and developing what is already known, improving and expanding existing skills, technologies and knowledge. In addition, agility also encompasses a company's capacities with respect to customer interactions, the orchestration of internal operations and utilization of its external business partner ecosystem.

Overall, exploration activities enable these companies to adapt quickly to changes in external markets, which helps them be strategically agile. On the other hand, exploitation enables them to meet customer needs by continuously adapting existing products and services. The exploitation strategy enables companies to better understand how to more efficiently use current internal resources and capacities, which in turn allows them to be agile in reallocating resources to take advantage of new opportunities [41].

Thus, Organizational Agility refers to a set of business capacities to obtain favorable results in unpredictable and constantly changing environments [5]. It can also be defined as the ability to survive and thrive by reacting quickly and effectively in a competitive environment of continuous and unpredictable change, driven by customer-designed products and services [42,43].

On its part, the concept of strategic agility has a similar conception. It is defined as an organization's ability to rapidly change its strategic direction and reinvent its business model and/or practices in response to market changes, seeking to continue creating and delivering value to customers. Organizations require strategic agility if they are to maintain or gain competitive advantages and create value [44].

Strategic agility has been linked to organizations' creation and delivery of value. In highly competitive and volatile environments, strategically agile organizations can rapidly change their business models as they effectively adjust their product innovation processes to create and sell new products that address disruptions or specific market demands, reinventing and improving value creation through new production methods, products and services [45]. At the same time, in changing markets, strategic agility has been identified as contributing to more effective ways of delivering value, such as launching creative marketing campaigns and improving sales processes [44]. Some definitions of organizational agility or strategic agility are presented in Table 1.

According to [51], organizational agility is a broad concept that encompasses both operational agility and strategic agility. In other words, unlike other authors, it manages to differentiate one concept from the other.

Table 1.
Definitions of strategic agility and organizational agility

Source	Definition
[46]	The ability to cope with unexpected changes, survive unprecedented threats in the business environment and seize changes as opportunities.
[47]	An organization's capacity, through the proactive establishment of virtual manufacturing with an efficient product development system, to (i) meet changing market requirements, (ii) maximize the level of customer service and (iii) minimize the cost of goods, with the objective of being competitive in a global marketplace and seeking a greater likelihood of long-term survival and profit potential. Flexible people, processes and technologies must support this capacity.
[48]	Organizational agility is an enterprise-wide ability to cope with changes that often arise unexpectedly in business environments through rapid and innovative responses that exploit change as opportunities to grow and prosper.
[4]	An organization's capacity to efficiently and effectively redeploy/redirect its resources to value creating and protecting value and capturing higher return activities as warranted by internal and external circumstances.
[49]	The ability to survive and thrive in a competitive environment of continuous and unpredictable change by reacting quickly and efficiently in changing markets, driven by "customer-defined" products and services.
[50]	A company's capacity to survive and thrive in a competitive and unpredictable environment by responding quickly and effectively to any type of change—anticipated or unforeseen—in an appropriate and timely manner.

Source: Own elaboration based on literature review.

Specifically, organizational agility refers to an organization's ability to develop flexibility on both an operational and strategic level. Operational agility focuses on the flexibility of the organization's business processes. It implies processes' ability to gain speed, precision and cost savings in exploiting opportunities for innovation and competitive action. Finally, strategic agility focuses on the organization's ability to reformulate its offering and continually adjust its strategic direction.

[52] state that the most comprehensive definition in the literature explains that strategic agility is a meta-capacity that helps organizations anticipate, react and take advantage of rapid changes in the environment, redefining their corporate strategies and adapting their competitive and functional strategies to survive and create value. [52] also define strategic agility as a meta-capacity that involves both allocating sufficient resources to develop and deploy all specific capacities and remaining agile by balancing those capacities dynamically over time.

What these definitions have in common is that, in a complex and changing environment, companies need to be able to overcome the traditional organization's inertia and have the ability to incorporate continuous strategic changes into their operations [49]. To increase its agility, a company must orchestrate a variety of options, reflect on them and decide rather than allowing inertia and sunk costs to define its trajectory. From this perspective, agility is defined as the freedom and ability to accelerate decision-making [49]. An organization can only be agile from moment to moment and can only be agile to the extent that it practices agility. It is therefore not just a matter of using resources effectively or developing new skills, or even being flexible, but of being able to respond to new situations through innovative methods and pragmatic and original solutions [53].

3.2 Dynamic capacities and agility

Conventional literature associates the concept of strategic agility with both dynamic capacities and ambidexterity (exploration and exploitation) [52]. The confused application of the concepts of agility and dynamic capacities reveals a critical discrepancy in these terms' definition and understanding [5]. Even in recent literature, the application of terms is imprecise and not uniform, which generates confusion among readers. This discrepancy is fatal to the operationalization and measurement of strategic agility in organizations. In addition, research results focused on specific aspects of agility can be very difficult to compile and process to form an overall picture of the company [5], leading to the possibility of understanding strategic agility from a holistic perspective.

According to [4], dynamic capacities are a company's ability to innovate, adapt to change and create favorable change for customers and unfavorable change for competitors. They considered dynamic capacities a collection of processes, routines, knowledge and entrepreneurial skills specific to management teams. This definition could be confused with those applied to strategic agility or organizational agility. However, [54] establish that dynamic capacities focus on reorganizing and transforming resources in order to innovate both in products and processes but are mainly related to adapting to external changes. They are strongly dependent on the uncertainty and volatility of the environment. However, they do not seek to promote continuous organizational change in stable market environments.

For [5], the dynamic capacities approach is useful in the context of agility, as it takes overall business capacities as part of dynamic capacities. This is fundamental to the harmonization of individual components and essential to the ability to anticipate developments and trends in a company's environment, which is an important characteristic of an agile organization.

[54] consider that Organizational Agility (OA) is a dynamic capacity with two dimensions: an offensive and a defensive one. An organization can only operate in an agile and successful manner if both crucial dimensions of dynamic capacity are well-developed. Based on this, these authors conceptualized OA as a higher-order dynamic capacity that allows configuring and reconfiguring organizational resources in response to the environment or emerging competitive realities. Integrating lower-order functional capacities facilitates developing new higher-order dynamic capacities, which in turn enables carrying out innovative competitive actions [55]. In short, organizations with high OA, and therefore strong higher-order dynamic capacities, can detect opportunities and threats, assemble the assets and capacities needed to carry out an appropriate response, assess the benefits and risks of initiating action, and execute actions with speed and competitive success [55].

[54], define strategic agility as a company's ability to constantly renew itself and maintain its flexibility without compromising its efficiency. However, they state that, unlike dynamic capacities that respond to external changes, strategic agility focuses on systematically implementing these dynamic capacities to make continuous adaptations within the company's structure of products, processes and services, but without necessarily being motivated by alterations in the environment.

In this way, strategic agility differs from dynamic capacities in that it allows companies greater flexibility in their organizational structure, in order to gain advantages as part of their strategic plan without necessarily being driven by external changes. Strategic agility helps companies make rapid changes, preserving their momentum and renewal capacities, without necessarily depending on changes in the environment. This clearly distinguishes it from dynamic capacities, which are more aimed at responding to external changes [54].

3.3 Meta-capacities and strategic agility

With respect to strategic agility capacities, [44] suggest that strategic agility, in order to anticipate developments, perceive opportunities and create value through innovation, is made possible with three specific capacities:

The first is defined as customer agility and refers to an organization's ability to closely interact and co-create with customers [44]. It refers to customers' participation in searching for opportunities for innovation and competition. Customers play an important role in providing innovative ideas, collaborating in the development of new products and services, and testing and disseminating information about them. Customer agility means companies must leverage customer feedback to gain market intelligence and identify opportunities for competitive action [40].

The second is defined as partnership agility and consists of the ability to exploit the resources and skills of partners [44]. Leveraging the resources and expertise of suppliers, distributors, contract manufacturers, and logistics partners through strategic alliances, partnerships, and joint ventures [40]. This allows companies to build a collaborative network to explore opportunities for innovation and competition. It also involves the ability to take advantage of opportunities through the efficient management of manufacturing, logistics and customer support resources and assets. Companies can adapt and adjust their network of business partners when they need access to resources and knowledge that are not available internally [40].

Finally, operational agility refers to an organization's ability to reconfigure resources to create new processes that take advantage of emerging opportunities [44]. It refers to the ability of companies' business processes to be fast, accurate and cost-effective in exploiting opportunities for innovation and competition [40]. Operational agility enables companies to redesign and create new processes to adapt to changing market conditions. Information technologies play an important role in enabling the automation of business processes, which in turn facilitates creating new processes by combining and reconfiguring components [40].

Other capacities are also mentioned, defined as "meta-capacities," which are the conjugation of strategic sensitivity, leadership unity and resource fluidity in a company

[19,37,52]. Strategic sensitivity refers to a capacity for proactive vigilance [52], relates to the degree of alertness around the exploration and exploitation of opportunities [37], and implies the company's ability to detect opportunities, identify market needs and assess its own strengths and limitations [41]. According to [41], companies can constantly reinvent their value propositions through this strategic sensitivity, adapting to changing market demands. This implies a highly participative internal dialogue [52].

Unity in leadership refers to the management team's collaboration and commitment to adapt to changes in the environment [41]. This commitment is crucial to the feasibility of new value propositions and to making timely decisions that drive structural and operational changes necessary for value creation. This capacity is derived from a collaborative and mutually dependent team with an integrative leadership style [52].

Finally, resource fluidity refers to the ability to reconfigure and reallocate resources and capacities according to the new strategies established by the company, i.e. the ability to realign the structure with the business strategy [39]. The ability to allocate and redistribute resources allows for greater flexibility in reorganizing and adapting to new market demands, making it possible to reconfigure resources and revise the cost and revenue structure to reflect strategic changes [41]. These dimensions intertwine to drive the ability to adapt and change business models in a constantly evolving business environment [41].

[40] claim there are many more meta-capacities, among which competitive intelligence, strategic flexibility and organizational innovation stand out. Strategic flexibility is defined as a company's ability to manage both unpredictable threats and available opportunities in an uncertain and unstable environment by combining flexibility with aspects of stability [40]. This implies the ability to make the internal changes necessary to respond effectively to the external environment, while maintaining the survivability of its products, services and brands, turning every obstacle into a new opportunity.

Organizational innovation refers to the process by which an organization acquires, shares and integrates knowledge in order to create new knowledge about products and services [40]. This involves developing or adopting new ideas or actions in business practices within organizations, as well as introducing new products and services, improving existing ones and modifying the way a company is organized, creating new, more agile, creative and productive models.

Lastly, according to [40] competitive intelligence is the process of gathering and analyzing information to identify the strengths and weaknesses of competitors. It helps managers make rational, evidence-based decisions, rather than relying on experience and instinct. It uses technology, such as software and business analytics, to accurately collect data and analyze the environment. It is a dynamic process that collects, analyzes and shares data, information and knowledge within the organization, thereby improving strategic decision-making.

With that in mind, strategic agility originates from the coherent and consistent actions and skills of senior management, rather than from a structure or duality. It can be understood as the result of a combination of forces derived from the actions and skills of the individual managers involved in the collective action, which are ultimately grouped into the described meta-capacities [19]. Everything presented until now suggests that agility is not a stand-alone skill, but rather a characteristic resulting from a set of skills that integrate adaptability, speed, innovation, sustainability and organizational resilience [39]. Ultimately, if managers want to successfully develop organizational agility, they must be able to identify and influence all of the meta-capacities that are considered important [40].

3.4 Agility and organizational culture

Unleashing the forces that promote strategic agility places significant demands on leadership, even as contributions are divided and distributed among senior executives, since natural evolution leads to greater strategic rigidity as a company ages. In order to promote strategic agility, senior executives must abandon old habits and acquire new skills, practices and behaviors [19], which involves and affects the organization's culture.

Organizational culture can be described as the set of shared values and beliefs that enable people to understand how the organization works and provide them with guidelines for behavior within the organization. This culture is related to the fundamental values shared by the organization's members and involves various aspects that help understand why organizations and their members act in a specific way [56].

A company's ability to demonstrate strategic agility largely depends on how agile its teams are [37]. However, the fact that a team works under agile frameworks is not synonymous with the fact that the company's organizational culture is itself agile. Organizational agility is achieved through a culture of adhocracy that is intrinsically strategic to the organization. Agility must be rooted in a company's culture, where different types of organizational culture, such as clan, adhocracy, market and hierarchy, are balanced [40].

According to [56], it is difficult to deal with and manage a culture that is right for everyone. People in different departments cluster around their own interpretations of the company's main culture, creating organizational subcultures, which develop specific values and standards that may differ from those of the organization's main culture. This is especially true in project teams, in which team members may develop their way of managing organizational interactions based on methodology, objectives and circumstances.

Strategic agility is achieved when many individuals share similar behaviors, beliefs and values [19]. In other words, it is not a partial practice executed by a particular group. Achieving overall strategic responsiveness requires a high degree of organizational learning, as it allows for increased internal knowledge, which is essential for developing strategic agility. A learning organization is one that integrates people and structure to drive continuous learning and change [57]. This is vital because strategic agility requires continuous reflective attention, commitment to self-learning, that of others, and conscious discipline in management [19].

Training is a key resource that impacts organizational success, and the ability to learn from past mistakes is crucial for innovation and growth. In addition, a strong learning culture is essential for developing appropriate skills and competencies for employees, which in turn drives change and continuous improvement in the organization [57]. After all, these executives or employees are the ones who lead activities, such as creating strategic partnerships, developing new products, hiring new talent, and other responsibilities [37].

According to [51], technological, relational and innovative capacities positively influence the organizational agility of companies, which in turn has a favorable impact on their financial performance and product and process innovation. It is important to develop these capacities to improve business agility and performance, which can be crucial in challenging environments. In addition, they underline the relevance of digital transformation, and the adoption of a new organizational attitude focused on applying digital technologies.

Following, [57], digitization is a crucial and significant factor in a company' strategic agility. Information and communication technologies also play an important role in advancing agility and have a positive impact on business performance. In the context of digitization and digital transformation, it is essential for members of organizations, such as members of the innovation team, to have relevant digital and agile skills.

Finally, according to [19] it is difficult to maintain strategic sensitivity in an environment that values predictability and steady growth in earnings. In addition, success can diminish strategic sensitivity, as individuals become accustomed to solving problems and replicating past successes rather than challenging themselves. Experience in executive roles does not always prepare leaders to be strategically agile, as they are often focused on operational performance and excellence. In this sense, it is important to develop an agile and strategic mindset to face daily challenges and expand the intellectual and emotional limits of leaders.

4 Conclusion

Strategic management is critical to business growth and survival in an ever-changing environment. Traditional strategic planning has been losing its value due to uncertainty in the market, which has generated the need for a more dynamic approach known as strategic agility. The agility approach seeks to generate business adaptation and sustainability in competitive environments and has been identified as a managerial quality of organizations that continuously seek to evaluate their products and processes, using flexibility and dynamic capacities.

This article explains the main differences between traditional strategic planning and strategic agility, which can help professionals make more informed decisions about how to approach strategic management in their organizations. The research also highlights the value of the agile approach to strategic management in dynamic and changing environments.

Strategic planning (SP) and organizational agility (OA) have a fundamental focus on seeking precise and timely answers based on data, which highlights an intrinsic need to adapt to a constantly evolving business environment. However, while SP has historically been organized around hierarchies and strict procedures, OA emerges as a more versatile model that fosters internal relationships at a horizontal and collaborative level.

This horizontality in OA enables greater adaptability and agility in decision-making, promoting innovation and responsiveness to market opportunities. Both approaches, despite being distinct in their structure and methodology, aim to preserve competitiveness in an environment where the ability to adapt has become essential. Therefore, incorporating agile components into strategic planning can enhance the organization's ability to not only survive but thrive in an increasingly complex and fluctuating business environment.

Finally, the article discusses the need for future research, examining how companies have implemented agile practices in strategic management and how they have been able to adapt to market changes and take advantage of emerging opportunities. These case studies and specific empirical data could provide valuable information on best practices and common challenges in implementing agility, which could help companies make decisions on how to approach strategic management in their organizations.

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