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STRATEGIC RENEWAL IN AN ERA OF PERSISTENT UNCERTAINTY: A DUAL DISRUPTION PERSPECTIVE

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ABSTRACT
Continued uncertainty has been the pre-eminent feature of the modern strategic environment that has questioned established beliefs regarding disruption, adaptation, and renewal. Much of the strategic renewal literature remains within these conceptualizations of disruption being episodic and externally-driven with primary focus on organizational reactions to recognizable shocks. According to this article, such views are becoming more and more inadequate. Based on the strategic renewal and dynamic capabilities literature, the article builds on a dual disruption view that disruption is understood as a simultaneous external and internal process, taking place over time. Technological change, market volatility and institutional instability are external disruption causes, whereas decision fatigue, strategic inertia, cognitive strain and organizational congruence erosion are internal disruption causes. The article provides a conceptual synthesis of existing literature, which redefines strategic renewal as an open-ended dynamic capability that is focused on dealing with pervasive uncertainty, strategic irreversibility, and alignment of strategy, structure, and leadership cognition. The suggested viewpoint underlines the reason why the traditional renewal strategies so frequently fail in the face of long-term volatility and why so many massive transformation projects fail. The article adds to the field of strategic management by incorporating the concept of uncertainty, irreversibility and the internal disruption in an organization into one framework of renewal. It ends by drawing implications of research and practice, creating preparedness, adapting, and coherence as the key factors of strategic renewal in conditions where no stability can be considered a realistic expectation.

Keyword
Strategic renewal; Dynamic capabilities; Persistent uncertainty; Dual disruption; Strategic irreversibility; Organizational congruence

1. INTRODUCTION

The need to renew strategically has always been the major concern in the research of how organizations adjust to the fluctuating times. The initial studies conceptualized renewal as a reaction to misalignment between an organization and its environment that was frequently caused by deteriorating performance, competitive pressures, or the change in leadership (Huff et al., 1992; Simons, 1994). In this school of thought, renewal was often conceptualized as episodic, disruptive, and temporally and spatially limited, happening in punctuated transitions that re-posed strategy, structure, or control systems (Schmitt et al., 2018; Volberda et al., 2001).

But these assumptions are becoming more and more challenged by the contemporary strategic context. Instead of living in discrete bursts of disruption and periods of relative stability, organizations in the new world exist in the climate of permanent uncertainty where there is constant technological change, market uncertainty, and institutional instability (Vecchiato, 2012). In these types of settings disruption has ceased to be an anomaly to the normalcy of operations but rather a permanent part of organizational existence. This change poses some fundamental questions related to the suitability of current strategic renewal models that assume recoverable equilibria and well-defined renewal episodes.

Although the literature on strategic renewal has built up meaningful insights into renewal-related processes, it has focused more on external factors that drive renewal, including competitive threats, technological discontinuities, or environmental turbulence (Schmitt et al., 2018; Ansari et al., 2016). The internal strains that have been coupled with long period of uncertainty, such as accumulative stress, decision exhaustion, role conflict, and organizational congruence erosion have received less attention (Floyd and Lane, 2000; Huff et al., 1992). These internal processes

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are not side effects of change of environmental conditions but rather they frame the ways organizations experience, make sense of, and react to uncertainty in the long term.

The study on foresight, resilience, and strategic agility provides partial answers to this problem by focusing on anticipation, adaptability, and learning in the presence of uncertainty (Lengnick-Hall and Beck, 2016; Vecchiato and Roveda, 2010; Wilkinson et al., 2013). However, these streams still tend to be conceptually disconnected where uncertainty management, renewal, and disruption are regarded as similar but distinct phenomena. Consequently, current paradigms have a hard time explaining the recurring failures in renewal of organizations that have large adaptive capabilities despite long-term volatility exposure.

This paper fills this gap by developing a dual disruption view on strategic renewal. It also theorizes disruption as both external and internal and it plays through the interplay of environmental uncertainty and organizational dynamics. Based on strategic renewal and uncertainty studies, the article re-conceptualizes renewal as not a specific reaction to disruption, but as a sustained capability that can be used to handle persistent uncertainty, strategic irreversibilities, alignment between strategy, structure and leadership cognition. Through the combination of these dimensions, the article attempts to build on the existing theory and offer a stronger base on which strategic renewal can be understood in an environment where stability is no longer a realistic concern.

2. LITERATURE REVIEW

2.1. Strategic Renewal: Ideas and Pressures.

Strategic renewal can be described as the procedures by which the organizations modify their strategies, structures, and capabilities according to the altered environmental conditions. Initial theoretization saw renewal as a reaction to disparity, which gathers over time, frequently leading to phases of stagnation, followed by major change (Huff et al., 1992). Such a view point placed an emphasis on cumulative stress and organizational fatigue in which renewal is increasingly more difficult due to hardening of routines and deepening strategic commitment.

Further studies developed this perspective by studying renewal as a multilevel process and organization-wide process. Volberda et al. (2001) emphasized the heterogeneity of renewal journeys, stating that renewal occurs through the mixes of incremental and transformational change within the units of the organization. On the same note Floyd and Lane (2000) underscored the distributed approach of strategizing, which showed how conflict and misfit between the strategic intent and operational interpretation may lead to undoing of renewal initiatives. These studies highlighted the fact that renewal is not merely a top management practice but a multi-faceted act that is performed as a result of interaction among hierarchical levels.

Irrespective of these developments, there are still strains in the strategic renewal literature. According to Schmitt et al. (2018), there were persistent controversies concerning the stability/change balance, when renewal should take place, and the extent to which it needs to be proactive or reactive. Some research speculators the importance of the continuous adaptation perspective, whereas others hold on to a punctuated equilibrium rationale, with an implicit supposition of periods of relative stability between renewal phases. This strain is even more troublesome in places where volatility is a constant, and not an intermittent disturbance.

2.2 The Control, Cognition, and Internal Dynamics of Renewal.

Another body of literature has investigated the mechanisms by which renewal is implemented within organizations. Simons (1994) explained the use of control systems as the lever of strategic renewal because they bring attention of the manager to strategic uncertainties. This work contributed to highlighting the cognitive and behavioral aspects of renewal and the fact that the process of renewal depends on the signal and risk interpretation by the managers and the distribution of attention.

Following this observation, Huff et al. (1992) and Floyd and Lane (2000) demonstrated how renewal processes can be sabotaged by internal disturbances including conflict of roles, decision overload and cognitive strain. These internal dynamics increase in the case of a long-term uncertainty, and the result is either strategic inertia or piecemeal change efforts. Yet, a lot of this literature considers internal disruption as either a by-product of environmental change as opposed to viewing it as a key factor of renewal theory.

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2.3. Uncertainty, Foresight and Strategy Response.

The studies of environmental uncertainty and strategic foresight bring useful information on how organizations strive to manage uncertain environments. Vecchia to (2012) reasoned that uncertainty does not only influence the quality of strategic decisions that are made by firms but also the accuracy of their strategic forecasts, especially where companies fail to make sense of weak or ambiguous signals. Vecchia and Roved (2010) also differentiated between effect uncertainty and response uncertainty pointing to the challenge of organizations not only to predict the impact of change but also to predict the success of their strategic actions.

The methods of approaching irreducible uncertainty have been suggested to be scenario-based. Wilkinson et al. (2013) proposed that plausibility-based scenarios assist organizations to embrace complexity without being influenced by prediction, and thus learning strategies. Although useful, these methods tend to be observed in conjunction with, and not in isolation of, strategic renewal frameworks and there are unanswered questions regarding the way foresight activities can render sustained organizational change.

2.4. Resilience, Strategic Agility, and Disruption.

The disruption and resilience studies further make the landscape of renewal difficult. Ansari et al. (2016) showed how companies dealing with disruptive innovation experience dilemmas due to the conflicting logics, dependencies in the ecosystem and the uncertainty in the realization of the values. Their results imply that disruption is not a one time event but emerges in the form of extended phases of uncertainty and tactical opposition.

Likewise, studies of resilience and strategic agility focus on the ability to respond to shocks, adapt, and carry on with business during stress (Lengnick-Hall and Beck, 2016). Although these views emphasize valuable capacities, they tend to focus on the final results of survival or recovery instead of the inner mechanisms with the help of which a person can renew themselves over time. Consequently, resilience and agility have become more of an attribute as opposed to being dynamically revealed processes of strategic renewal.

2.5. Synthesis and Research Gap

Collectively, these literatures provide a very useful but incomplete understanding on strategic renewal during uncertain times. Research on strategic renewal reports on deep descriptions of the change processes, however, commonly follows assumptions of discontinuous bursts, and subsequent equilibrium. Studies on uncertainty and foresight can help bring light into the problem of decision making, but they are poorly coupled to renewal processes. Studies on disruption and resilience emphasize adaptability but poorly theorize disruption within the organization.

The failure to unify is an indicator of a crucial fault. Up to date systems lack adequate explanations about the coexistence of external disruption and the internal organizational strain when faced with a continued uncertainty situation. This gap cannot be resolved without the viewpoint that facilitates environmental volatility and inner cognitive, structural, and behavioral dynamics. This dual disruption approach suggested in this paper attempts to take such an integration a step further by redefining the concept of strategic renewal as a continuous ability that is centered on dealing with uncertainty, irreversibility, and organizational congruence.

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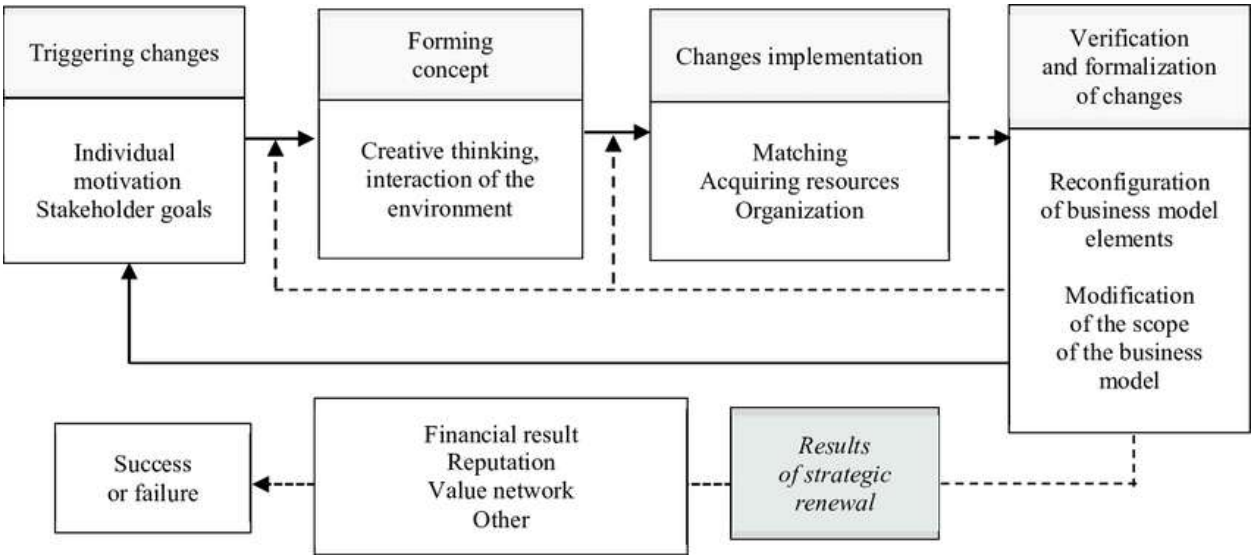

Figure 1 is a synthesis of the key streams of literature that informs this study. Strategic renewal has been studied by previous research to a large extent as a reaction to external disruption, whereas uncertainty, foresight, and resilience studies have focused on adaptive capacity without including entirely internal organizational disruption. The dual disruption approach locates the strategic renewal between the external environmental uncertainty and the internal organizational forces, with the necessity to balance the irreversibility and assure organizational congruence in the environment of ongoing uncertainty.

3. METHODOLOGY

3.1. Research Design

This paper takes a conceptual research design that is not focused on testing anything empirically. The conceptual studies are especially suitable in the spheres of disconnected literatures and changing phenomenon, in which the goal is to harmonize already existing knowledge, conceptualize constructs and suggest new theoretical approaches. In the light of growing popularity of ongoing uncertainty and weaknesses of episodic renewal models, conceptual approach allows the synthesis of systematic research on strategic renewal, uncertainty, and disruption.

3.2. Selection and Scope of Literature.

The review is based on peer-reviewed journal articles which are the main theoretical underpinnings of strategic renewal, dynamic capabilities, organizational resilience, and strategic foresight. The selection of the literature was done according to three criteria. To begin with, the studies had to provide direct theoretical or conceptual contributions and not to be simply descriptive or technical results. Second, the emphasis was put on high-cited and domain-making works to make sure that the concept is sound. Third, the inclusion of more recent literature on the topic of uncertainty, disruption, and adaptive capabilities was necessary to reflect modern trends in the area. All these criteria provided depth and relevance to the literature base that informed the analysis.

3.3. Analytical Approach

The analysis relies on an integrative synthesis approach that will result in the synthesis and correlation of insights of the chosen literature streams. This entailed repetitive contrast of central assumptions, conceptual definitions and explanatory processes in reference to strategic rejuvenation and uncertainty. The conceptualization of disruption of various streams, temporality of change, and internal organizational dynamics were paid particular attention. In the process recurring patterns, theoretical tensions and conceptual blind spots were also identified and studied in a systematic way.

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3.4. The Dual Disruption Perspective was developed.

Based on the integrative synthesis, the dual disruption perspective was formulated based on abductive reasoning. Instead of doing propositions deductively or inducing patterns of data, the analysis flowed both ways between preexisting theory and empirical conceptual anomalies in the literature. It was assumed that external disruption and internal organizational disruption were analytically independent yet interdependent. The process of their interaction was analyzed to clarify the reasons why the initiative of strategic renewal tends to fail in the circumstances of long-term uncertainty. The outcome of this process was the articulation of a conceptual framework between the persistence of uncertainty, the irreversibility, and the alignment of organizations with strategic renewal results.

3.5. Considerations of Rigor and Validity.

To increase the conceptual rigor, the research has clear construct definitions, articulate theoretical delimits and clear analytical reasoning. The framework was consistently assessed on the basis of the known theories in order to achieve inner coherence and theoretical plausibility. Although conceptual research does not aim at statistical generalization, it has validity in terms of explanatory power, integrative capacity, and can be used in future empirical research. To this end, the proposed perspective is placed as a basis of next-generation empirical testing and improvement.

Table 1. Overview of the Research Methodology

Methodological Element	Description
Research Design	Conceptual, theory-building study aimed at integrating and extending existing strategic management literature
Research Purpose	To develop a dual disruption perspective on strategic renewal under persistent uncertainty
Theoretical Foundations	Strategic renewal, dynamic capabilities, organizational resilience, strategic foresight, and disruption literature
Literature Selection Criteria	Peer-reviewed journal articles; high theoretical relevance; foundational and contemporary contributions; focus on uncertainty, renewal, and adaptation
Analytical Approach	Integrative and comparative literature synthesis identifying patterns, tensions, and conceptual gaps
Reasoning Logic	Abductive reasoning combining existing theory with observed inconsistencies in renewal outcomes
Unit of Analysis	Organizational-level strategic renewal processes
Key Constructs Examined	External disruption, internal organizational disruption, persistent uncertainty, irreversibility, organizational congruence
Methodological Rigor	Clear construct definition; transparent analytical logic; alignment with established theories
Research Output	Conceptual framework articulating the dual disruption perspective and its implications for strategic renewal
Intended Contribution	Theoretical integration and reframing; foundation for future empirical research

4. RESULTS

The analysis led to the conceptual framework that describes the strategic renewal in the conditions of constant uncertainty by dual disruption perspective. The findings are organized into three sections the finding of dual disruption as a fundamental state of modern renewal, the formulation of central processes that connect uncertainty and renewal results, and the definition of conditions that determine the effectiveness of renewal.

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4.1. Dual Disruption as the essential State of Strategic regeneration.

The initial result of the discussion is the conceptualization of disruption as a two-dimensional phenomenon including the external and internal aspects. External disruption is a continuous environmental instability due to technological change, the competitive environment and institutional volatility. These forces create continuous uncertainty, and not discrete shocks, diminishing the trustworthiness of long-range forecasting and raising the percentage of strategic reviewing.

The internal disruption arises at the same time as organizations are trying to cope with the continuous uncertainty. It is expressed in terms of cumulative decision fatigue, role conflict, cognitive overload among decision makers and mortification of alignment between strategy, structure and control systems. In contrast to episodic internal readjustment, internal disruption increases over time since uncertainty remains in the environment, as organizations perceive environmental cues and implement renewal efforts.

According to the findings, strategic renewal is carried out at the boundary between these two types of disruption. The results of renewal cannot be sufficiently described by external forces or by internal processes alone. Rather, it is the dynamic of external and internal disturbance upon which the course of renewal activities is determined.

4.2. Dynamics between Continuous Uncertainty and Renewal Payoffs.

The analysis refers to three mechanisms to the dual disruption evaluates strategic renewal interrelates. To begin with, a state of continued uncertainty is an exacerbation of irreversibility in strategic decision making. The cost of reversal rises as organizations invest in uncertain conditions; this limits the future strategy choice and path dependence. The resulting dynamism complicates renewal where initial undertakings are not in line with the changing circumstances.

Second, internal disruption has implications on the quality of strategic sensing and interpretation. The problem of decision fatigue and cognitive strain diminishes the ability of the organization to differentiate between weak and noise signals and it responds late or incomplete. In such circumstances, renewal policies can spread out of the control and destroy their action.

Third, congruence of organizations is challenged by the interplay of external and internal disruption. Mismatch between strategy, operational implementation, and control mechanisms is intensified when renewal moves are hastened. Congruence also becomes degraded and organizations may engage in several, and more or less conflicting, renewal trajectories undermining the overall strategic coherence.

4.3. Conditions That influence successful Strategic Renewal.

The findings also indicate that effective strategic renewal in the context of the constant uncertainty is conditioned by the fact that the organization is capable of managing the interplay between the disruption, irreversibility, and congruence. Renewal is better poised to be successful where the organizations consider the uncertainty to be a structural state and not merely a deviation through which the calibration can be carried on than times when the organizations view uncertainty as a transient state after which the transformation can be carried out intermittently.

Companies that maintain strategic flexibility by keeping commitments and options staged are in a good position to deal with irreversibility. On the same note, renewal performance is enhanced when the governance systems and control systems are built to expose strategic uncertainty instead of burying it, allowing the process of constant learning and response.

Collectively, these findings place strategic renewal as a preparedness and coherence-focused dynamic capability, as opposed to a prediction and control-focused one. The dual disruption perspective gives a systematic account of why renewal initiatives tend to fail when volatility is experienced over a long period and how renewal can be maintained in the face of incessant uncertainty.

5. DISCUSSION

The results of this paper build on the current body of knowledge on strategic renewal by repositioning disruption as a continuous and two-sided state, as opposed to a singular occurrence. The concept of approaching disruption both as external and internal facilitates the dual disruption perspective to be relevant in explaining why so many renewal attempts fail in an environment that is marked by long periods of uncertainty. Instead of crashing down because of poor performance or inadequate resources, renewal initiatives mostly fail because the dominant models do not take enough account of the cumulative internal pressure caused by constant adaptation.

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5.1. Giving Strategic Renewal a Second Reading In the Face of Continuous Uncertainty.

The conventional strategic renewal models are based on the assumptions of time gap between disruption and stability. Although the previous studies have accepted that continuous change takes place, they have often maintained an unconscious assumption of recovery or re equilibrium after renewal episodes. The dual disruption view provokes this assumption by pointing out that uncertainty is now a new steady state. This reframing, as well as being consistent with, builds upon prior research on cumulative stress and inertia, demonstrates the active role of internal disruption in determining the direction that the process of renewal takes.

Through this disruption as part of the core of the renewal theory, the study provides a more detailed theory of renewal breakdowns experienced in reality. The internal forces that hinder strategic coherence are not peripheral and include decision fatigue, role conflict, and cognitive overload among other factors. This observation would resolve any conflict in the literature on episodic and continuous conceptualization of renewal.

5.2. Dynamic Capabilities and Uncertainty Research.

The results also can be applied to the research on dynamic capabilities by explaining how capabilities can be effective in the context of sustained uncertainty. Although dynamic capabilities theory focuses on sensing, seizing and transforming, it has many assumptions that assume that organizations could stabilize at new configurations periodically. According to the dual disruption view, when faced with perennial uncertainty, stabilization can be part-time, interim, and non-strategic.

With the emphasis on irreversibility and the path dependence, which are the effects of the repeated strategic commitments, this study reveals the significance of controlling commitment instead of just speeding up the adaptation. In this perspective dynamic capabilities do not simply deal with speed or flexibility, but with the ability to maintain optionality at the same time that organizational congruence is preserved. This meaning adds to foresight as well as scenario-based practices, positioning of the practices in a wider renewal process instead of viewing it as an isolated practice.

5.3. Organizational Congruence and Control implications.

The findings also shed light on how congruence in an organization can support renewal. With the uncertainty, there is increasingly high probability of misalignment between strategic intent, structure and control systems as the renewal initiatives multiply due to external signals. Dual disruption viewpoint implies that successful renewal is not based on the frequency of strategic change but rather the ability of the organization to align change at levels and functions.

This affects the construction of the control and government systems. Instead of increasing conformity or decreasing variation, the systems of control that reveal the strategic uncertainty and promote discussion might enable more consistent renewal in the long run. In this regard, the renewal is maintained not by hiding the disruption but by institutionalizing the ability to interact with it.

5.4. Future Research directions and limitations.

This research being a conceptual study has a number of limiting factors. The framework proposed is not empirically tested and the power of its explanations needs to be tested on various organizational settings and industries. Future studies might look at the manifestation of dual disruption in certain contexts, e.g., on digital platforms, in governmental bodies or highly regulated sectors. Longitudinal research would be of special interest in the investigation of the build-up of internal disturbance and the way organizations maintain renewal in the long-run.

The micro foundations of internal disorder may also be explored further in future research such as managerial cognition and emotional dynamics and leadership practices in persistent uncertainty. This work would help learn more about the enactment and maintenance of renewal capabilities, as practiced.

6. CONCLUSION

The paper was aimed at rethinking strategic renewal against the backdrop of unrelenting uncertainty. It presented arguments based on the current literature that renewal frameworks are restricted due to their inability to consider disruption as endemic and internal. Conversely the dual disruption view that has been developed in the present study

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proposes the concept of disruption as a dynamic state as a result of the failure of the environment and the forces of the internal organization.

The article has redefined renewal as a continuous organizational capability aimed at dealing with the irreversibility and congruence in the face of sustained uncertainty by combining the knowledge of the renewal research on strategic renewal, uncertainty, and dynamic capabilities. This point of view can be used to understand why traditional renewal efforts fail even when resources, foresight tools, and capacity to adapt are available. Renewal failures in this perspective are not so much a fight against change; it is more a matter of the internal tension that builds up in the process of constant adaptation.

The research paper has added value to strategic management theory by explaining the contribution of internal disruption to the outcome of renewal and the importance of preparedness and coherence rather than prediction and control. Strategic renewal in the face of sustained uncertainty rather than pursuing the goal of stability is the process of maintaining the ability to rethink the strategy, structure, and cognition systematically with time.

This research requires future studies that will empirically test the processes of this framework and determine how various organizational environments predispose the experience of dual disruption. Given the unpredictability that emerges as a permanent aspect of organizational existence, the question of how companies revitalize themselves without necessarily having to assume that all will turn out alright will continue to be at the top of the agenda of both academicians and practitioners.

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