# Article information:

Adaptability: The New Competitive Advantage  
<https://hbr.org/2011/07/adaptability-the-new-competitive-advantage>

# Article summary:

1. Traditional approaches to strategy assume a relatively stable world, but globalization, new technologies, and greater transparency have disrupted the business environment.

2. Sustainable competitive advantage no longer arises from positioning or resources, but from four organizational capabilities that foster rapid adaptation: reading and acting on signals of change; experimenting rapidly with products and services; managing complex systems of multiple stakeholders; and motivating employees and partners.

3. Companies must be good at learning how to do new things in order to thrive in this uncertain environment.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article is generally reliable as it provides evidence for its claims by citing statistics such as the volatility of business operating margins having more than doubled since 1980, as well as the percentage of companies falling out of the top three rankings in their industry increasing from 2% in 1960 to 14% in 2008. The article also provides an analysis of why traditional approaches to strategy are no longer effective in this uncertain environment, which is supported by evidence such as the correlation between profitability and industry share being almost nonexistent in some sectors.

However, there are some potential biases present in the article. For example, it does not explore any counterarguments or present both sides equally when discussing traditional approaches to strategy versus newer approaches based on adaptation. Additionally, it does not provide any evidence for its claim that companies must be good at learning how to do new things in order to thrive in this uncertain environment. Furthermore, it does not mention any possible risks associated with adapting quickly or any potential drawbacks of relying too heavily on adaptation rather than traditional strategies.

# Topics for further research:

* Counterarguments to adaptation-based strategies
* Risks of adapting quickly
* Drawbacks of relying on adaptation
* Impact of uncertainty on traditional strategies
* Learning how to do new things in uncertain environments
* Correlation between profitability and industry share

# Report location:

<https://www.fullpicture.app/item/32d07d0f90dcf82e26751dc27b3f8e19>