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AN INTEGRATED STRATEGIC FRAMEWORK FOR A BANI ENVIRONMENT

Abstract. *The contemporary business landscape is increasingly defined by the BANI (Brittle, Anxious, Nonlinear and Incomprehensible) paradigm, rendering traditional strategic management models, including those developed for the VUCA world, insufficient. Existing approaches are often fragmented and fail to address the systemic nature of modern challenges, creating a critical need for a new, holistic framework to ensure organizational resilience and long-term viability. This study aimed to develop an integrated strategic framework specifically designed to navigate the complexities of the BANI environment. This paper introduces an Integrated Strategic Framework for a BANI Environment; a novel conceptual model structured around four interconnected subsystems: Strategic Sensing & Diagnostics, Adaptive Flexibility & Agility, Strategic Foresight & Resilience, and a central core of Adaptive Leadership & Culture. Each subsystem is engineered to directly counteract a specific BANI challenge. To operationalize this framework, a comprehensive methodological toolkit was developed, including the BANI-Readiness Diagnostic Model with a detailed set of quantitative and qualitative indicators for organizational self-assessment. Furthermore, the framework's dynamic nature is enabled by the Adaptive Strategic Cycle, an iterative five-stage process (Sensing → Interpretation → Modeling → Action → Learning) that transforms strategy from a static plan into a continuous process of learning and evolution. The developed framework provides a holistic and actionable solution for organizations operating in a chaotic world. It moves beyond reactive adaptation by equipping leaders with the architecture, diagnostic tools, and operational processes necessary to build proactive resilience and antifragility. The integration of these components offers a significant contribution to both management theory and practice, providing a robust roadmap for organizations not only to survive but to thrive amidst the profound uncertainty of the BANI era.*

Keywords: BANI environment; strategic framework; organizational resilience; adaptive management; strategic foresight; leadership

Introduction

The contemporary operational landscape for organizations is characterized by an escalating degree of turbulence and unpredictability, rendering many traditional strategic management models inadequate. For decades, the VUCA framework, encompassing Volatility, Uncertainty, Complexity, and Ambiguity, served as the primary lens for understanding and navigating dynamic environments. Originating from military strategy, it effectively described a world of rapid change and informational challenges. However, recent global disruptions, from pandemics to geopolitical conflicts, have revealed a new state of chaos that transcends the explanatory power of VUCA. This has led to the emergence of the BANI framework – Brittle, Anxious, Nonlinear, and Incomprehensible – as a more accurate descriptor of the current reality.

A comparative analysis of these two conceptual lenses highlights a fundamental shift in the nature of environmental challenges. While VUCA focused on market volatility and the complexity of global dynamics, BANI offers a fresh perspective emphasizing the inherent brittleness of optimized systems, the pervasive anxiety affecting decision-makers, the nonlinearity of cause-and-effect relationships, and the intrinsic incomprehensibility of complex circumstances [1]. This new paradigm is particularly relevant in the context of measuring business expectations and uncertainty, where traditional statistical approaches and forecasting tools fall short. The BANI world demands a constant refinement of methodologies for assessing business sentiment, as evidenced by the adaptation of indicators like the Purchasing Managers' Index (PMI) and consumer surveys to capture the cyclical economic changes driven by profound uncertainty [2]. The BANI model moves beyond mere instability to describe a reality that seems to actively resist structured understanding, where systems that appear strong can collapse suddenly and events unfold in erratic, inexplicable ways [1]. This shift necessitates a profound re-evaluation of the leadership qualities and strategic approaches required for organizational survival and success.

The challenges of this turbulent VUCA/BANI world have forced a new perception of the role of

leadership. The effectiveness and even the survival of an organization often depend on leaders who not only make strategic decisions but also actively support their employees through periods of intense stress and uncertainty [3]. The literature increasingly emphasizes that modern leaders must possess new competencies to navigate crisis situations, as their attitudes, commitment, and leadership styles are pivotal in shaping positive employee behavior and maintaining organizational cohesion. The emergent BANI paradigm, in particular, calls for new forms of strategic thinking and innovative approaches to leadership, moving away from hierarchical models toward more collaborative, empathetic, and resilient styles [3]. This focus on the human element is echoed in specialized studies, such as research into «leadership buoyancy», defined as the ability to remain strong, flexible, and productive in the face of ongoing difficulties. Such studies explore the specific strategies leaders must employ, including adaptive decision-making, emotional support, and distributed leadership, to foster supportive and effective settings despite overwhelming complexity and unpredictability [4]. The particular challenges faced by educational leaders further underscore this, as they must balance institutional stability with innovation while addressing the psychological toll of constant change on students and staff, highlighting the need for emotionally intelligent, resilient, and adaptive strategies [5].

The military domain, being the progenitor of the VUCA concept, provides a particularly stark illustration of the leadership challenges in a BANI scenario. Military organizations operate in an environment of constant change, high complexity, and existential risk, where traditional leadership models are insufficient [6]. A systematic literature review on military leadership in VUCA and BANI contexts reveals that effective leadership is characterized by a complex combination of competencies at personal, relational, and organizational levels. These include the capacity for innovative thinking, creativity, intuition, and resilience, all grounded in a state of constant awareness and mindfulness. The BANI concept, although a recent and less disseminated idea in scientific media, is proposed as a crucial alternative to VUCA for accurately modeling the catastrophic and chaotic nature of modern conflicts and crises [6].

This paradigm shift toward BANI not only demands new leadership qualities but also necessitates innovative technological and systematic approaches across various sectors. The management of innovative projects in Ukraine, for example, which faces a turbulent environment shaped by war and economic instability, demonstrates the critical need for a value-based approach. This involves integrating technologies like AI and Building Information Modelling (BIM) to proactively manage risks and maximize opportunities by focusing on social, economic, and environmental values [7]. In the IT industry, managing business analytics projects requires a departure from traditional methods toward a more flexible, adaptive, and human-centric approach. The integration of agile methodologies and project management tools becomes essential for ensuring effective project execution in the face of constant change [8]. Similarly, the healthcare sector is undergoing a re-evaluation of essential competencies for professionals. The shift to a BANI era necessitates that nursing personnel, for instance, develop core skills in adaptability, emotional resilience, technological literacy, interdisciplinary collaboration, and ethical decision-making [9]. Even branding strategies are being reshaped by the «attention economy», where the psychological and emotional layers of the BANI model demand that brands move beyond rational planning to build trust through empathy, storytelling, and human-centric communication [10].

The integration of artificial intelligence (AI) is emerging as a key factor for success, yet its application requires a systematic approach that considers the unique features of the BANI context [11]. Research into sustainable development projects highlights the transformative potential of AI in mitigating risks, enhancing flexibility, and fostering resilience. AI tools can analyze vast amounts of data, forecast trends, and support real-time decision-making, thereby addressing the instability and unpredictability inherent in such projects [12]. In this context, project managers must embrace adaptability not just as a mindset but as a core operational practice, fostering a culture of experimentation and leveraging digital tools to enhance project monitoring and communication [13]. Furthermore, the innovative development of educational systems within the BANI environment underscores the need to integrate emerging technologies like AI and virtual reality, alongside learner-centered strategies, to foster critical thinking and adaptability in students [14]. To operationalize these approaches, advanced analytical frameworks become indispensable. For instance, the development of sophisticated ensemble machine learning frameworks, such as those used for estimating long-term hydrological data, demonstrates how data-driven models can provide robust and accurate solutions in data-scarce or incomprehensible environments, offering a powerful tool for large-scale assessment and planning under uncertainty [15]. The intersection of human leadership adaptation and technological integration, therefore, forms the core of the contemporary strategic challenge.

Main Research

The analysis presented in the introduction demonstrates a critical and widening gap between the escalating complexities of the contemporary operational environment and the functional capabilities of existing

strategic management frameworks. While the adoption of adaptive and agile methodologies marked a significant advancement over traditional, rigid planning models, their conceptual underpinnings remain largely rooted in the VUCA paradigm. These approaches are engineered to manage volatility through enhanced flexibility, address uncertainty with iterative development cycles, handle complexity via modular structures, and clarify ambiguity through rapid experimentation. They have proven effective in environments where change, though rapid, is still fundamentally analyzable and where organizations can pivot to a new, relatively stable state.

However, these models often prove insufficient for navigating the systemic, often existential, crises characteristic of the BANI world. The fundamental nature of BANI – defined by brittle systems prone to sudden and catastrophic collapse, pervasive anxiety that psychologically paralyzes decision-making, nonlinear cause-and-effect relationships that defy conventional forecasting, and an incomprehensibility born from an overwhelming surplus of data yet a deficit of meaning – demands more than just reactive adaptation. For instance, an agile approach can help a company quickly adjust its marketing campaign to a sudden shift in consumer sentiment (a VUCA challenge), but it offers little guidance when a single supply chain disruption causes the entire operational network to collapse (a BANI-level brittleness). Similarly, scenario planning is effective for preparing for several alternative futures, but its utility diminishes in a nonlinear world where a minor, seemingly insignificant event can trigger a disproportionately massive, unforeseeable cascade of consequences.

The limitations become even more apparent when considering the human dimension. Traditional and even agile frameworks are process-oriented and often fail to adequately address the pervasive anxiety that permeates a BANI environment. This anxiety is not a mere operational risk to be managed; it is a cognitive and emotional state that degrades the quality of strategic thinking, fosters risk aversion, and can lead to organizational paralysis. Furthermore, the challenge of incomprehensibility cannot be solved by simply processing more data faster. It is a crisis of sensemaking, where existing mental models and analytical tools fail to provide a coherent explanation for what is happening. This situation requires a holistic, integrated system designed not merely to react to disruptions but to build intrinsic organizational resilience, cultivate psychological safety, and foster proactive, collective sensemaking. The fragmented nature of current tools, each addressing only a piece of the BANI puzzle, results in a disjointed and often ineffective response. This necessitates the development of a novel, comprehensive framework to ensure not just temporary survival, but long-term viability and the capacity to thrive amidst chaos.

To address the strategic gap identified, this study proposes an Integrated Strategic Framework for a BANI Environment. This framework moves beyond a mere collection of tools and is conceptualized as a holistic organizational «operating system». It is designed to function like a living entity, possessing the emergent capabilities to sense, interpret, and respond to a chaotic and often hostile external world. Its architecture, as illustrated in Figure 1, is composed of four distinct yet deeply interconnected subsystems. Each subsystem is specifically engineered to counteract a core challenge of the BANI landscape, and their synergy creates a capability for organizational antifragility – the ability not just to withstand shocks, but to gain strength from them.

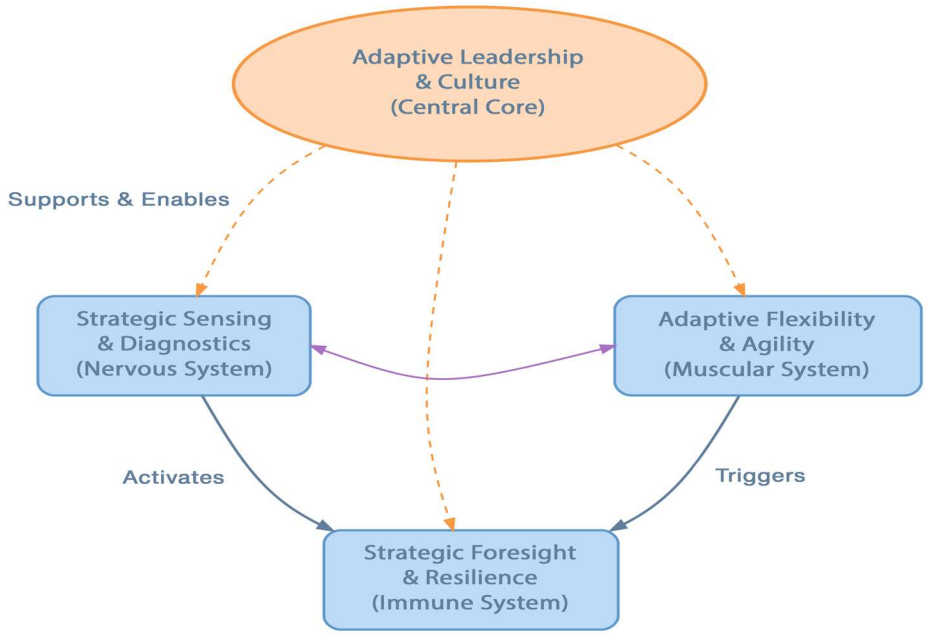

Figure 1 – The Architecture of the Integrated Strategic Framework for the BANI Environment

The first subsystem, **Strategic Sensing & Diagnostics**, functions as the organization's highly sensitive «nervous system». Its primary role is to continuously and proactively scan the internal and external environment. Unlike traditional market research that focuses on predictable trends, this subsystem is tuned to detect weak signals, anomalies, and faint patterns that may indicate latent brittleness in supply chains, rising anxiety levels within teams, emerging nonlinear dynamics in customer behavior, or zones of strategic incomprehensibility where old assumptions no longer hold. This requires moving beyond standard dashboards to incorporate a diverse array of data sources, from real-time network analysis of supply chains to sentiment analysis of internal communications and predictive analytics of market volatility.

The second component, **Adaptive Flexibility & Agility**, serves as the «muscular system» of the organization, responsible for rapid and decisive action. This subsystem translates the abstract signals and scenarios generated by the other components into tangible operational adjustments. It is the engine of execution, employing a repertoire of methodologies including agile project management, modular organizational structures that allow for the rapid assembly of cross-functional teams, and the dynamic capabilities needed to reconfigure resources and even entire business models. This ensures that the organization can execute swift strategic pivots, redeploy assets to emerging opportunities, and adapt its internal processes at a pace that matches the external turmoil.

The third subsystem, **Strategic Foresight & Resilience**, acts as the organization's proactive «immune system». Its fundamental purpose is to shift the organization's posture from reactive to preparative. Acknowledging the impossibility of accurate prediction in a nonlinear world, this subsystem focuses on preparing the organization for a wide range of plausible futures. This is achieved through systematic and continuous scenario planning, the development of a portfolio of strategic options (small, calculated investments in potential future directions), and the deliberate creation of operational, financial, and cognitive buffers. These buffers – be it redundant suppliers, cash reserves, or teams trained for crisis response – act as shock absorbers, allowing the organization to withstand unexpected disruptions and, in some cases, even strengthen its competitive position by capitalizing on the turmoil that weakens less prepared rivals.

Finally, at the heart of the entire framework lies the fourth and most critical subsystem: **Adaptive Leadership & Culture**. Functioning as the «central core», this component is not a set of processes but the enabling and integrating foundation for the other three. It is responsible for cultivating a culture of high psychological safety, which is the primary antidote to the pervasive anxiety of a BANI world, and for fostering an environment where experimentation and intelligent failure are seen as prerequisites for learning. Adaptive leadership provides the moral and cognitive compass, ensuring the organization has the courage to make bold decisions under extreme uncertainty. As depicted in Figure 1, this central core actively supports and enables all other subsystems, providing the cohesive force and shared sense of purpose that transforms four separate functions into a single, synergistic system where the whole is profoundly greater than the sum of its parts.

The successful implementation of the Integrated Strategic Framework necessitates a clear and empirically grounded starting point. An organization cannot effectively build resilience without first understanding its specific vulnerabilities. To facilitate this crucial first step, a comprehensive methodological toolkit has been developed in the form of the **BANI-Readiness Diagnostic Model**. This model provides a structured, multi-faceted approach for conducting an internal strategic audit, enabling an organization to systematically evaluate its current level of preparedness for the BANI environment. Its primary purpose is to move beyond abstract awareness of the BANI challenges to a concrete, data-informed identification of specific strengths and weaknesses across the four key characteristics of the new paradigm. The core indicators that form the basis of this diagnostic process are presented in Table.

Table – ***Key Indicators for the BANI-Readiness Diagnostic Model***

BANI Component	**Key Diagnostic Question**	**Core Indicators (Quantitative & Qualitative Examples)**
Brittle (System Fragility)	How vulnerable are we to sudden, systemic failure?	Concentration Risk High % of revenue/supplies from a single source. Recovery Time (MTTR) Time to restore critical systems. Contingency Planning Availability and testing of business continuity plans.
Anxious (Organizational Stress)	How does uncertainty impact our team's well-being and performance?	Personnel Stability High employee turnover & burnout rates. Decision Velocity Delays in decision-making processes. Psychological Safety Low climate for open feedback and risk-taking.

Continuation of the table

BANI Component	Key Diagnostic Question	Core Indicators (Quantitative & Qualitative Examples)
Nonlinear (Unpredictable Outcomes)	How prepared are we for disproportionate cause-and-effect dynamics?	Forecast Accuracy Significant deviation of results from plans. «Black Swan» Events Frequency of major unforeseen incidents. Experimentation Culture Low tolerance for «safe-to-fail» initiatives.
Incomprehensible (Sensemaking Deficit)	Can we create clear meaning and actionable insights from chaotic data?	Time-to-Insight Slow response time to market anomalies. Data Overload Reported cognitive load from excessive information. Collective Sensemaking Lack of structured practices for interpreting complexity.

The diagnostic model is structured around a series of key guiding questions, each corresponding to a distinct BANI component. This question-driven approach is designed to focus the analytical effort on the most critical aspects of organizational capability. For each diagnostic question, the model prescribes a combination of both quantitative and qualitative indicators. This dual-indicator approach is a deliberate methodological choice designed to provide a rich and balanced assessment. Quantitative metrics, such as the supply chain concentration index for assessing **Brittleness** or the employee turnover rate for diagnosing **Anxiousness**, offer objective, measurable data points that reveal the symptoms of underlying issues. They provide the «what» of the diagnosis.

However, quantitative data alone is often insufficient to explain the root causes. Therefore, the model complements these metrics with qualitative indicators, which are designed to assess the underlying cultural norms, structural characteristics, and process maturity. These indicators, often gathered through surveys, structured interviews, and process audits, reveal the «why» behind the numbers. For example, a high employee turnover rate (quantitative) might be explained by a low psychological safety climate (qualitative). Similarly, a long mean time to recovery after a system failure (quantitative) could be rooted in poorly documented business continuity plans (qualitative). This synergistic combination ensures a holistic understanding, capturing not just the observable performance but also the latent organizational capabilities that drive it.

By systematically applying the indicators outlined in Table, an organization can generate a detailed **«BANI-Readiness Profile»**. This profile can be visualized, for example, as a radar chart, providing an immediate and intuitive representation of the organization's preparedness across the four BANI dimensions. This profile is not an end in itself; rather, it serves as an indispensable empirical foundation. It allows leadership to move from generalized concern to targeted action, enabling the data-driven prioritization of strategic interventions and ensuring that the subsequent implementation of the Integrated Strategic Framework is focused on the areas of greatest vulnerability and highest potential return.

Once an organization has established a baseline understanding of its readiness through the diagnostic model, it requires a dynamic operational process to translate this awareness into sustained, effective action. Static plans are rendered obsolete by the very nature of the BANI environment. Therefore, the Integrated Strategic Framework is operationalized through the **Adaptive Strategic Cycle**, a nonlinear, iterative process engineered for continuous learning and strategic evolution. This cycle, visualized in Figure 2, represents a fundamental departure from traditional, linear management models like «plan-do-check-act». Instead of assuming a predictable sequence of events, it embraces uncertainty as a core condition and treats strategy as a living, emergent process.

The cycle begins with the Sensing stage. This is a state of perpetual vigilance, where the organization actively scans the environment for the anomalies, paradoxes, and weak signals identified as critical during the diagnostic phase. This stage is not about passive data collection but about active inquiry, leveraging both technological tools (e.g., AI-driven horizon scanning) and human intelligence (e.g., insights from frontline employees) to detect faint signs of impending shifts.

The data and signals gathered during Sensing flow into the **Interpretation** stage. This is perhaps the most crucial cognitive step, where the organization engages in collective sensemaking. Rather than allowing a small group of senior leaders to formulate a single, authoritative interpretation, this stage involves structured dialogues and workshops with diverse, cross-functional teams. The goal is not to arrive at a definitive «truth» about an incomprehensible event but to generate a rich set of plausible hypotheses and shared narratives. This collaborative process builds cognitive flexibility and protects the organization from the strategic paralysis that often results from ambiguity.

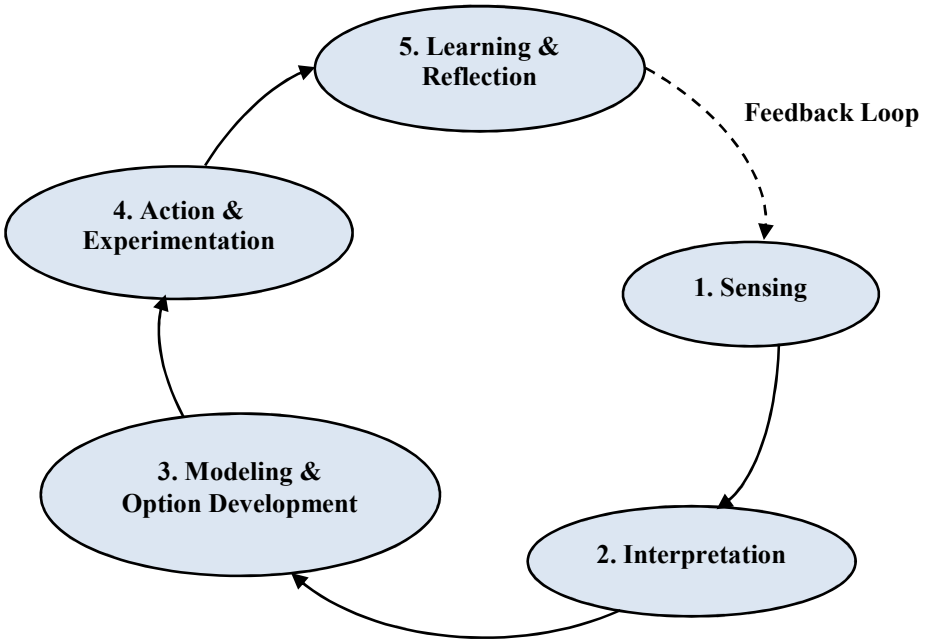

Figure 2 – The Adaptive Strategic Cycle for Operating in a BANI Environment

These hypotheses then inform the **Modeling & Option Development** stage. Here, the organization utilizes strategic foresight tools, such as scenario planning, to explore the potential implications of the interpreted signals. Critically, the output of this stage is not a single, rigid strategic plan. Instead, it is a portfolio of strategic options – a set of calculated, often small-scale, potential actions that the organization can choose to activate. This approach, akin to holding financial options, provides the organization with a repertoire of pre-considered responses, enhancing its ability to act decisively when a future scenario begins to materialize.

The fourth stage, **Action & Experimentation**, is where these strategic options are tested. Instead of committing to large-scale, high-risk initiatives, the organization deploys a series of small-scale, «safe-to-fail» experiments. These pilots are designed to test key assumptions, validate hypotheses, and generate real-world data with minimal resource expenditure. This approach minimizes the cost of failure while maximizing the rate of organizational learning, which is the most valuable currency in an unpredictable environment.

The final stage, **Learning & Reflection**, is what makes the cycle truly adaptive. Here, the outcomes of all experiments – successful, failed, or ambiguous – are systematically analyzed. The focus is not on assigning blame but on extracting knowledge. The key question is not «Did it work?» but «What did we learn?». The insights gained from this stage are then used to update the organization's collective mental models, refine its diagnostic indicators, and inform the next iteration of the Sensing stage, as illustrated by the feedback loop in Figure 2. This continuous, self-reinforcing cycle ensures that the organization remains in a state of perpetual adaptation, treating strategy not as a static document to be executed, but as a living process of inquiry, learning, and evolution.

Conclusions

This research has addressed the critical inadequacy of existing strategic management paradigms in the face of the emerging BANI environment. By demonstrating that the challenges of brittleness, anxiety, nonlinearity, and incomprehensibility demand more than incremental adaptation, this study establishes the need for a fundamental shift in strategic thinking. The primary contribution of this work is the development of An Integrated Strategic Framework for a BANI Environment, a novel, holistic model designed to equip organizations with the systemic capabilities required for long-term viability in a chaotic world.

The proposed framework introduces a synergistic architecture of four interconnected subsystems – Strategic Sensing & Diagnostics, Adaptive Flexibility & Agility, Strategic Foresight & Resilience, and a central core of Adaptive Leadership & Culture. This structure provides a comprehensive response to the multifaceted nature of BANI challenges. Furthermore, this research moves beyond pure theory by offering a practical methodological toolkit. The BANI-Readiness Diagnostic Model, supported by a detailed table of indicators, provides a tangible instrument for organizations to

conduct a strategic audit and identify specific vulnerabilities. The operationalization of the framework is ensured through the Adaptive Strategic Cycle, an iterative process model that transforms strategy from a static plan into a dynamic cycle of sensing, interpretation, and continuous learning.

The implications of this research are significant for both theory and practice. For academics, the framework offers a new conceptual lens for studying organizational behavior and strategy in post-VUCA contexts. For practitioners and leaders, it provides a structured yet flexible roadmap for building genuinely resilient and adaptive organizations. By adopting this integrated approach, leaders can move beyond a reactive posture of perpetual crisis management toward a proactive stance of strategic anticipation and antifragility, enabling their organizations not merely to survive the BANI world, but to thrive within it.

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ІНТЕГРОВАНИЙ СТРАТЕГІЧНИЙ ФРЕЙМВОРК ДЛЯ BANI-СЕРЕДОВИЩА

Анотація. *Сучасний бізнес-ландшафт все частіше визначається парадигмою BANI (крихкий, тривожний, нелінійний, незбагненний), що робить традиційні моделі стратегічного управління, включно з тими, що розроблені для VUCA-світу, недостатніми. Існуючі підходи часто є фрагментарними та не враховують системну природу сучасних викликів, що створює гостру потребу в новому, цілісному фреймворку для забезпечення організаційної стійкості та довгострокової життєздатності. Метою цього дослідження була розробка інтегрованого стратегічного фреймворку, спеціально призначеного для навігації в складних умовах BANI-середовища. У статті представлено інтегрований стратегічний фреймворк для BANI-середовища у вигляді нової концептуальної моделі, структуровану навколо чотирьох взаємопов'язаних підсистем: Стратегічний сенсинг та діагностика, Адаптивна гнучкість та Agile, Стратегічний форсайт та стійкість, а також центральне ядро – Адаптивне лідерство та культура. Кожна підсистема розроблена для прямої протидії конкретному виклику BANI. Для операціоналізації фреймворку розроблено комплексний методичний інструментарій, що включає діагностичну модель BANI-готовності з детальним набором кількісних та якісних індикаторів для самооцінки організацій. Крім того, динамічний характер фреймворку забезпечується Адаптивним стратегічним циклом – ітеративним п'ятиетапним процесом (Сенсинг → Інтерпретація → Моделювання → Дія → Навчання), що перетворює стратегію зі статичного плану на безперервний процес навчання та еволюції. Розроблений фреймворк є цілісним та дієвим рішенням для організацій, що функціонують у хаотичному світі. Він виходить за межі реактивної адаптації, надаючи лідерам архітектуру, діагностичні інструменти та операційні процеси, необхідні для побудови проактивної стійкості та антикрихкості. Інтеграція цих компонентів є значним внеском як у теорію, так і в практику менеджменту, пропонуючи надійну дорожню карту, яка дозволить організаціям не лише виживати, але й процвітати в умовах глибокої невизначеності епохи BANI.*

Ключові слова: BANI-середовище; стратегічний фреймворк; організаційна стійкість; адаптивне управління; стратегічний форсайт; лідерство

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