**Title:**

**Organizing for the Unexpected: Environmental Dynamism, Strategic Capabilities, and the Path to Resilience**

**Abstract**

As technologies evolve at an unprecedented pace presenting the turbulent and unpredictable environments, organizations face mounting challenges in maintaining adaptability, strategic clarity, and resilience. This study investigates how firms can build organizational resilience (OR) in response to Environmental Dynamism (ED) by cultivating three key dynamic capabilities: Ambidexterity (AD), Agility (AG), and Resource Orchestration Capability (ROC). Drawing on the dynamic capabilities view and resource orchestration theory, we develop and empirically test a conceptual model using survey data from 311 managers across a range of industries in India. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), our findings reveal that ambidexterity enhances agility, which in turn drives effective resource orchestration and strengthens organizational resilience. Moreover, resource orchestration emerges as a crucial link that transforms agility into resilience. The study also finds that the influence of ambidexterity on agility becomes more pronounced under higher levels of environmental turbulence, highlighting the importance of contextual responsiveness. By integrating theoretical perspectives and empirical insights, this research contributes to a deeper understanding of how organizations can proactively navigate uncertainty. The findings hold practical relevance for managers and policymakers aiming to foster resilient, future-ready organizations in an increasingly volatile and uncertain environment.

Keywords - Organizational Resilience, Agility, Ambidexterity, Resource Orchestration Capability, Technological Turbulence, Environmental Dynamism.

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