

EMBRACING NEW OPPORTUNITIES

In an environment shaped by disruption and rising stakeholder expectations, corporate dynamism has become an important yardstick of a respected organisation. But for Dilrukshi Kurukulasuriya, true dynamism is not about restless movement or reacting to every market shift; it is about evolving thoughtfully, responding with judgement and remaining anchored to the values that define an organisation.

“Adaptability is essential but I believe it’s often misunderstood. Many equate it with speed – the ability to react quickly to change. While speed has its place, respect is built in a different way,” she avers.

Kurukulasuriya believes that lasting respect is earned by organisations that move with the times without losing sight of who they are. Such companies understand evolving realities, embrace new opportunities and remain open to transformation, but they do so with purpose and responsibility.

In today’s environment, there is often pressure to respond instantly. However, she notes that some decisions deserve thoughtful consideration: “Taking the time to align change with values often creates greater trust than simply moving fast. Adaptability is not about following every trend; it is about knowing what should change – and what should never be compromised.”

This is why dynamic companies are often viewed as industry leaders. They do not become comfortable with past success. They remain curious, learn continuously and challenge themselves to improve.

That said, Kurukulasuriya stresses that the most admired organisations aren’t respected merely because they change.

“What I admire most is not their ability to change but their ability to create meaningful progress while staying true to their identity. The most respected organisations aren’t constantly reinventing themselves – instead, they evolve in ways that strengthen their purpose, culture and contribution to society,” she explains.

Kurukulasuriya asserts that “leadership, therefore, is not simply about being first. It is about having the clarity and courage to move in the right direction.”

Organisational agility also plays a major role in building stakeholder confidence. Employees, customers, investors and part-

ners seek reassurances that an organisation can navigate uncertainty with confidence and composure.

Agility, Kurukulasuriya explains, is not only about making quick decisions; it is about sound decisions when circumstances change.

“When agility is supported by good judgement, transparency and accountability, it reassures stakeholders that the organisation is prepared not only for today’s challenges but also for tomorrow’s opportunities,” she stresses.

In this sense, agility becomes a source of trust as it shows that the organisation can respond to change without losing focus or direction.

At the same time, she cautions that respect built over many years cannot guarantee relevance on its own. Organisations must be willing to evolve as the world changes. Yet, evolution should never be driven purely by fear of being left behind. “Change that lacks purpose can be just as damaging as resistance to change,” she warns.

Kurukulasuriya reiterates: “Organisations that continue to earn respect are those that adapt thoughtfully. They recognise when transformation is necessary while understanding that credibility also comes from consistency.”

As she notes, “people trust organisations that can move forward while remaining authentic to the values that define them.”

Responsiveness is another key facet of corporate dynamism. It demonstrates that an organisation is listening, aware of changing expectations and willing to engage with the realities of the moment. But responsiveness must be balanced with reflection.

“There is value in being decisive; but there is value in pausing to understand the broader impact of a decision too,” Kurukulasuriya notes. The most respected organisations strike this balance well: they remain attentive and responsive but are guided by principle rather than pressure.

Her view of corporate dynamism is rooted in responsibility. A respected organisation must be agile, adaptable and responsive but never at the cost of identity, purpose or trust. She concludes that adaptability is about knowing what should change – and what should never be compromised.

DILRUKSHI KURUKULASURIYA

The interviewee is a Director and the Group Chief Human Resources Officer of DIMO.

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