

# Leading Troops in Battling VUCA

Thursday, May 28, 2020



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ENABLING TRANSFORMATION

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# The **Battlefields**

- Why VUCA is the **new normal**





**VUCA** is  
**chaotic, turbulent, and rapidly  
changing** business environment  
that has become  
the “**new normal**”

(Lawrence, 2013)



# VUCA World



We live in a **VUCA world** that's:

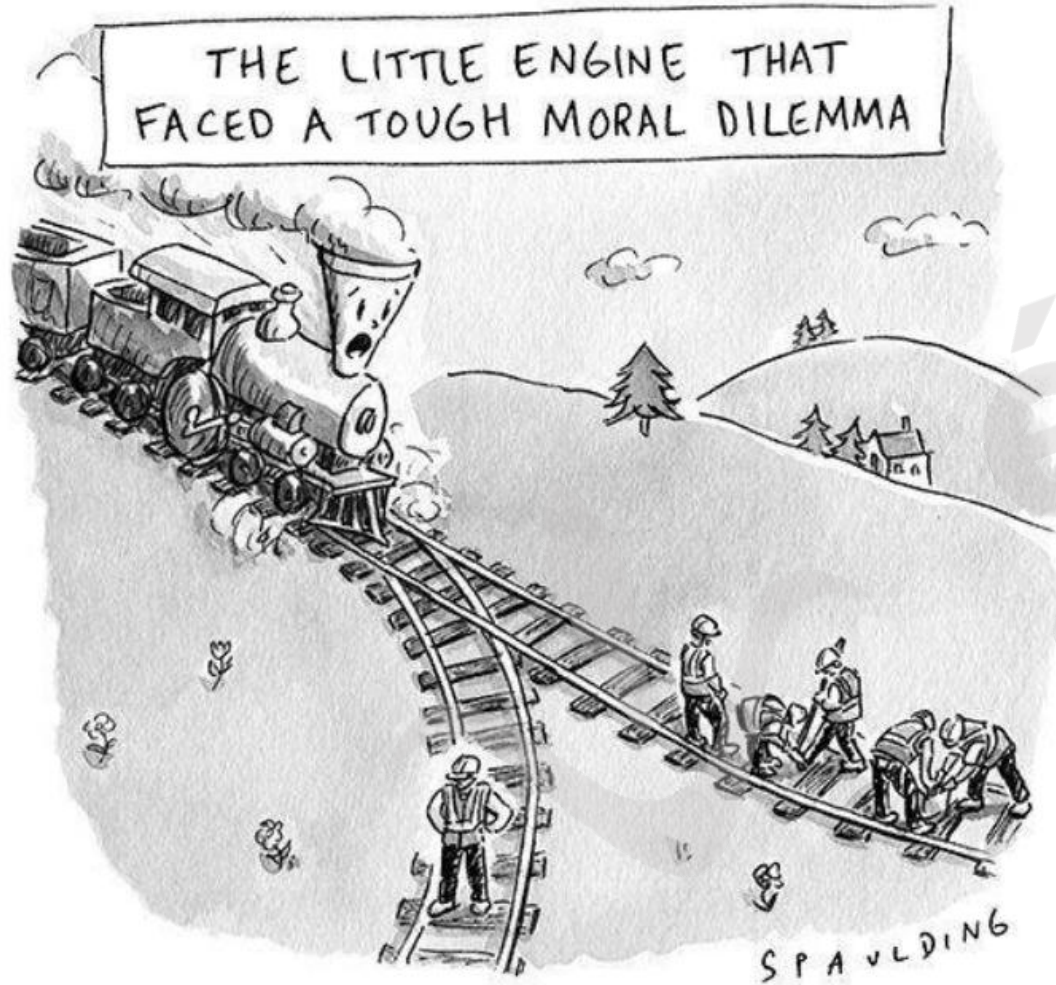
- **Volatile** (high magnitude and rapid rate);
- **Uncertain** (unclear outcomes);
- **Complex** (various key decision factors);
- **Ambiguous** (unclear about meaning of events).

Whether we like it or not, this is our '**new normal**'.

Everyone... is still **learning**.

Unfortunately, this means making **decisions...**  
is **TOUGHER** than ever.

# The Biggest Test for Leaders



Let's participate in a social experiment...



The train will be coming in an hour.  
기차는 한 시간 있으면 올거야





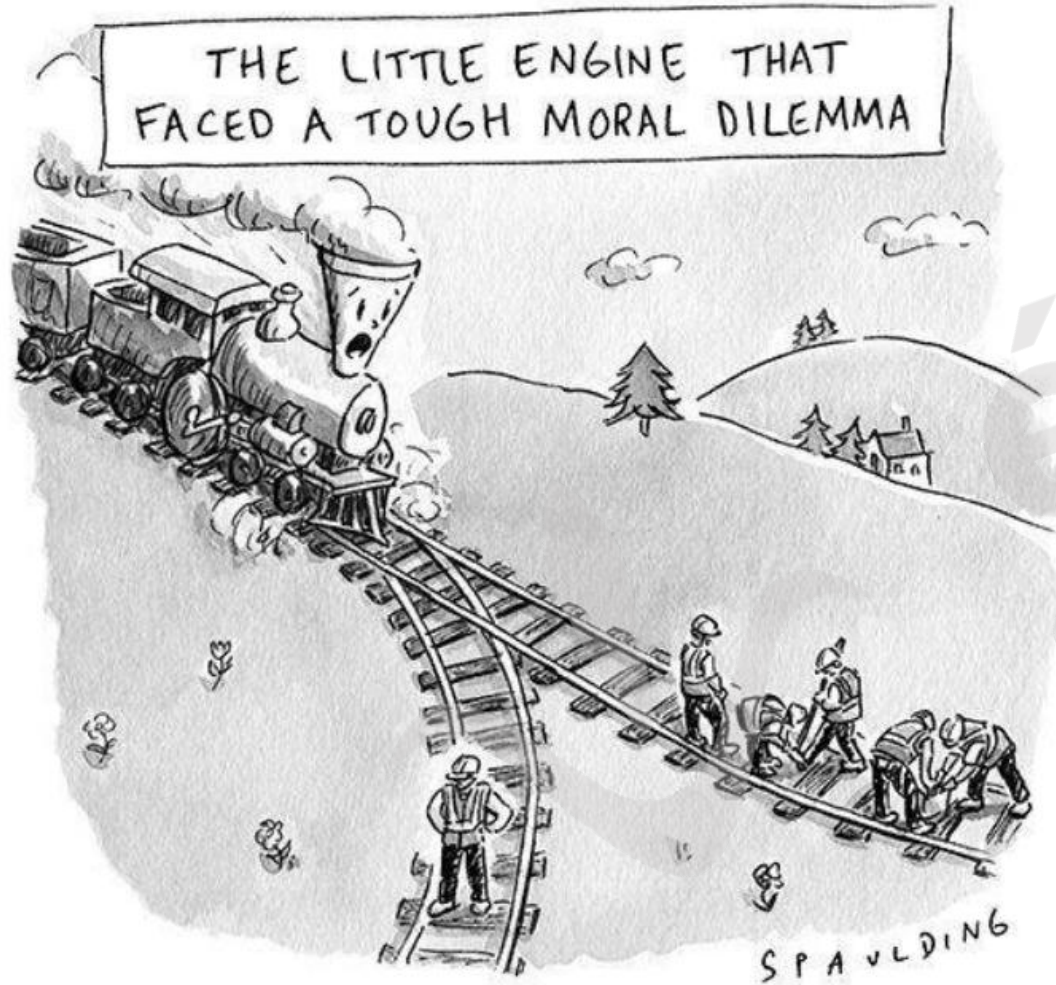


**GREAT  
LEADERS  
EMERGE  
IN TIMES OF  
CRISIS**

**"Ok, your turn to show some leadership."**



# The Biggest Test for Leaders



**Economy** or  
**Public Health?**

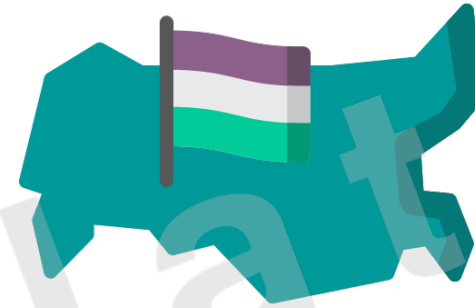
“We are in the **same STORM**, **BUT NOT** in the **same BOAT** ...”



“We are in the **same STORM**, **BUT NOT** in the **same BOAT ...**”



**World Leaders** have **different experiences**.



**Success stories** may be **learned** and **adopted** by other countries, but **no guarantee** to yield the **same results**.



**Developed** countries are **overwhelmed**.



**Kerala** (the state in the southwest of India), **Vietnam**, and **Taiwan** are **successful** against COVID-19.



**Singapore**, was **initially successful** but is now a **hotspot** of COVID-19 second wave.



**“Don’t criticize** what you **don’t understand**, son. You never walked in that man’s shoes.”

— Elvis Presley



The **greatest danger** in times of turbulence is **not** the **turbulence**.  
It is to **act** with **yesterday's logic**.  
Peter F. Drucker



# The Troops

- What **strengths** to leverage on
- What **weaknesses** to work on





# Understand self better ... ... and know others better!



**Idea Orientation**  
Preference for thinking creatively and  
generating new ways to solve problems.



**Energy**  
Potential to sustain a high level of activity  
over extended periods.



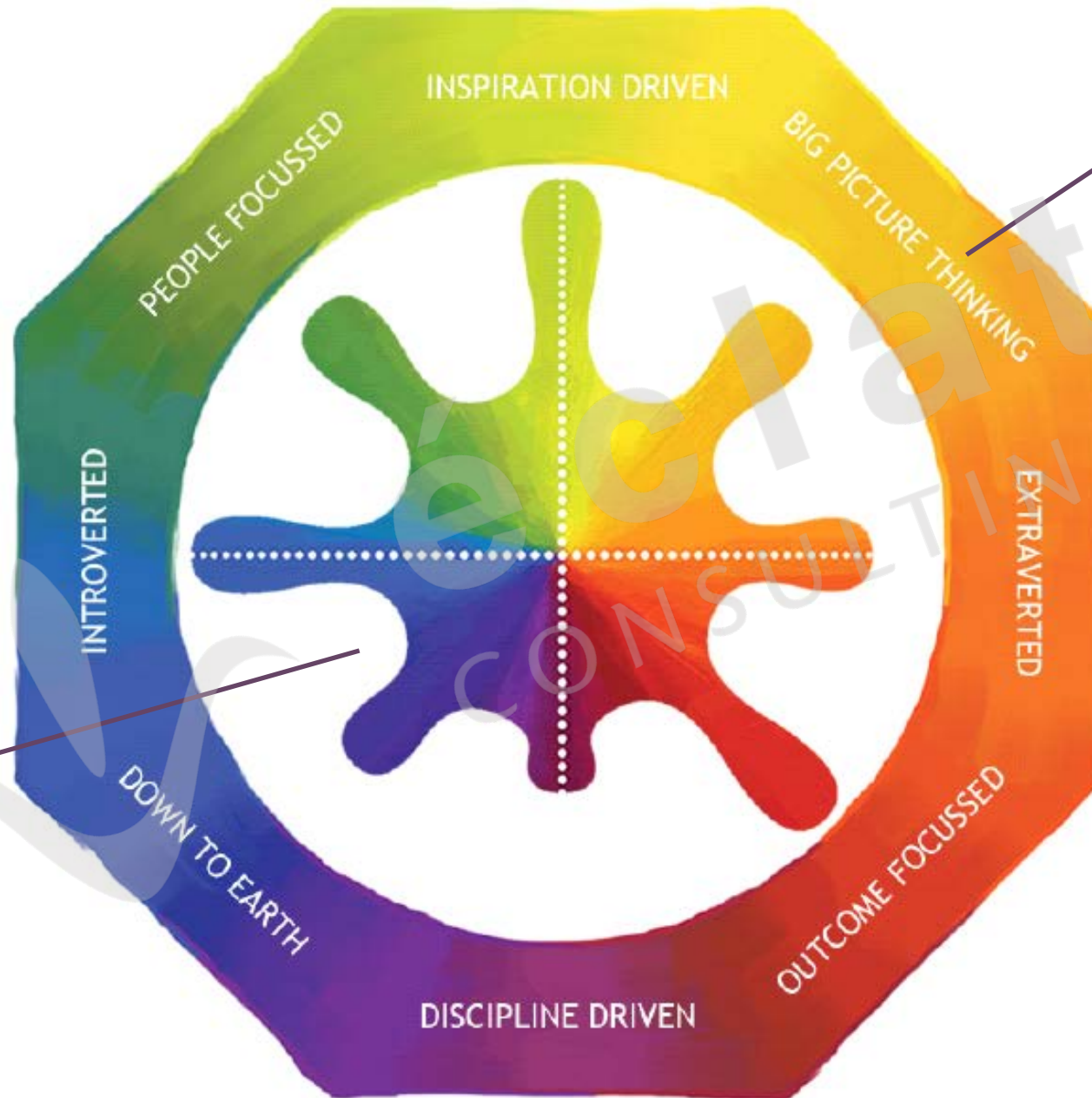
**External Structure**  
Degree to which a person is sensitive  
to existing rules.



**Accommodation**  
Desire to help others.



# Lumina Mandala



8 ASPEK

4 WARNA

# The 4 Personality Color Lenses



## The **Green** Strengths:

- Naturally **informal** and **laid back**;
- Prefer **working with others** on a one to one basis;
- A very **open and trusting** person.



## The **Yellow** Strengths:

- Thrive in a **relaxed, informal environment**;
- Tend to find **ambiguous situations interesting**;
- Highly capable of both critiquing and creating **radical ideas**.



## The **Blue** Strengths:

- **Trust** the **written word** more than the spoken word;
- Highly **self-sufficient**;
- **Carefully** assess the options when push for change.



## The **Red** Strengths:

- Can be **objective** and **rational** voice of reason;
- Unafraid to bring up the most **controversial points** while still taking care to **seek consensus**.



What **colors** are **dominant** in **Gus Dur**'s Personality?



**Gus Dur**



What **colors** are **dominant** in **Elon Musk's** Personality?



What **colors** are **dominant**  
in **Bung Hatta's** Personality?





What **colors** are **dominant**  
in **Jane Doe's** Personality?



Jane Doe

**Goal-driven**  
**Go-getter**  
**Getting things done**  
**Disciplined**  
**Guarded**  
**Detailed planner**

# CALIPER PERSONALITY ATTRIBUTES

## Assertiveness

Potential to communicate information and ideas in a direct manner.

## Flexibility

Willingness to modify an approach and to adapt to changing circumstances.

## Idea Orientation

Preference for thinking creatively and generating new ways to solve problems.

## Openness

Receptiveness to new or alternative ideas.

## Abstract Reasoning

Potential to solve problems and understand the logical relationships among concepts.

## Aggressiveness

Inclination to push forcefully.

## Ego-Drive

Degree of satisfaction gained from persuading others.

## Ego-Strength

Capacity to handle rejection and criticism.

## Level-Headedness

The potential to remain calm and to maintain a steady disposition in everyday situations.

## Risk-Taking

Willingness to take chances

## Urgency

The tendency to take quick action in order to obtain immediate results.

## Cautiousness

Inclination to make decisions carefully and think through relevant facts and alternatives.

## External Structure

Degree to which a person is sensitive to existing rules.

## Self-Structure

Preference for independently determining work methods.

## Skepticism

Inclination to doubt or question others' motives.

## Thoroughness

The tendency to pay attention to detail.

## Accommodation

Desire to help others.

## Empathy

Potential to perceive others' feelings and read social cues.

## Gregariousness

Comfort with meeting new people and initiating conversations.

## Sociability

The enjoyment of being around people and working with others.

Understand self better ...

... and know others better!





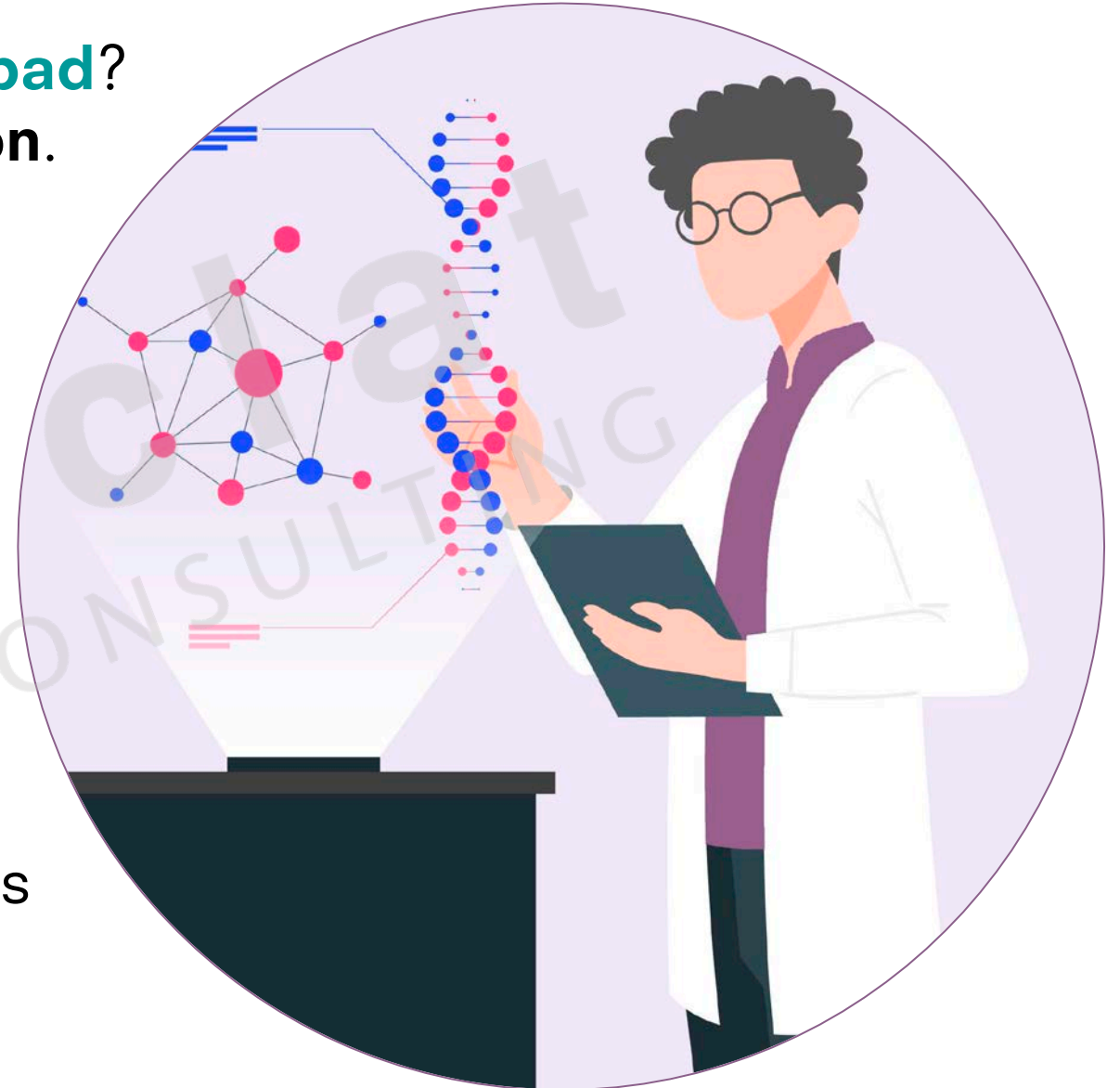
When do one's **traits** become **good** or **bad**?  
Traits give **information about** the **person**.  
**Match with** information about the **job**.

Can personality **traits** be changed?

**Traits** may be categorized as:

1. **ACTUAL** → **true** traits
2. **ACQUIRED** → **developed** traits
3. **ASPIRATIONAL** → **self-concept** traits

... which suggest one's **inclination**  
to **manifest 'baseline'** behaviors.





In day-to-day, we **may acquire** or **aspire more traits** based on needs to exhibit '**stretched**', '**learned**', or '**adapted**' behaviors.



Do we need to learn **baseline** behaviors then?

Understanding **baseline** behaviors will help:

- enhance **self-awareness**
- identify potential **developmental areas**
- '**play to one's strengths**'
- **complement** each other in a team  
→ **collaboration/synergy**

“Behavioral tendencies of an individual **SHOULD NOT** be interpreted based on one single trait alone.”

To form certain **behavioral inclinations, traits ...**

### 1. Corroborate

(**reinforce**) one another  
e.g. Risk Taking x Urgency

### 2. Compete

(**moderate**) one another  
e.g. Urgency x Thoroughness

### 3. Compensate

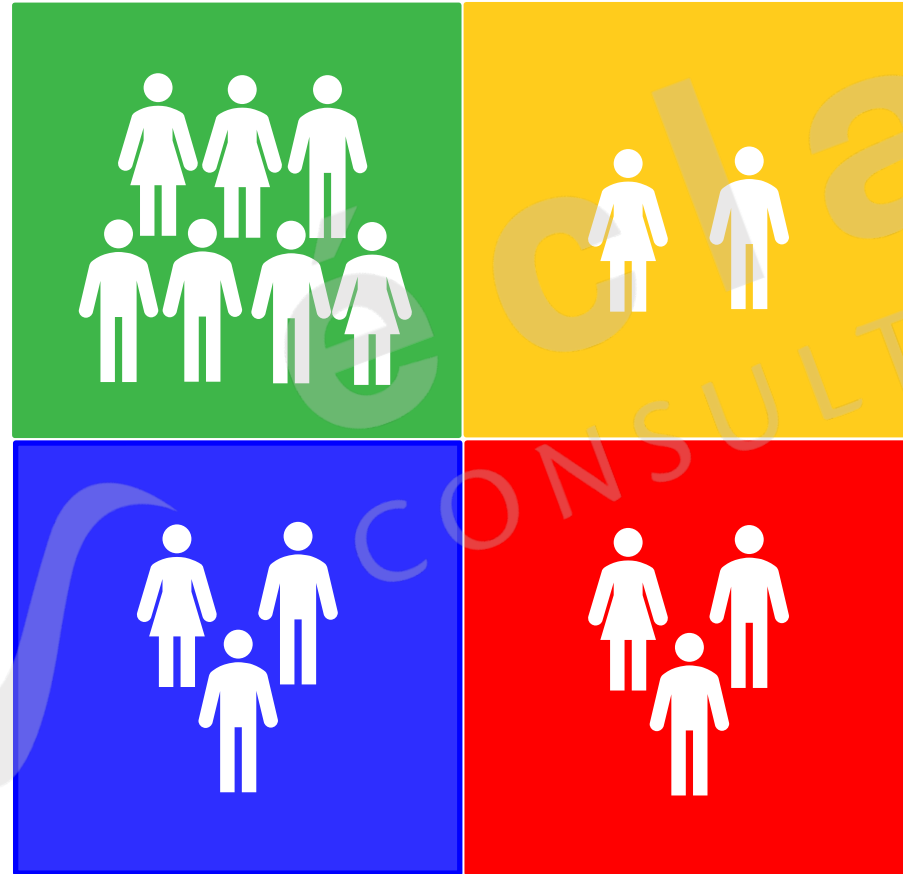
(**substitute**) one another  
e.g. Thoroughness x  
Self Structure



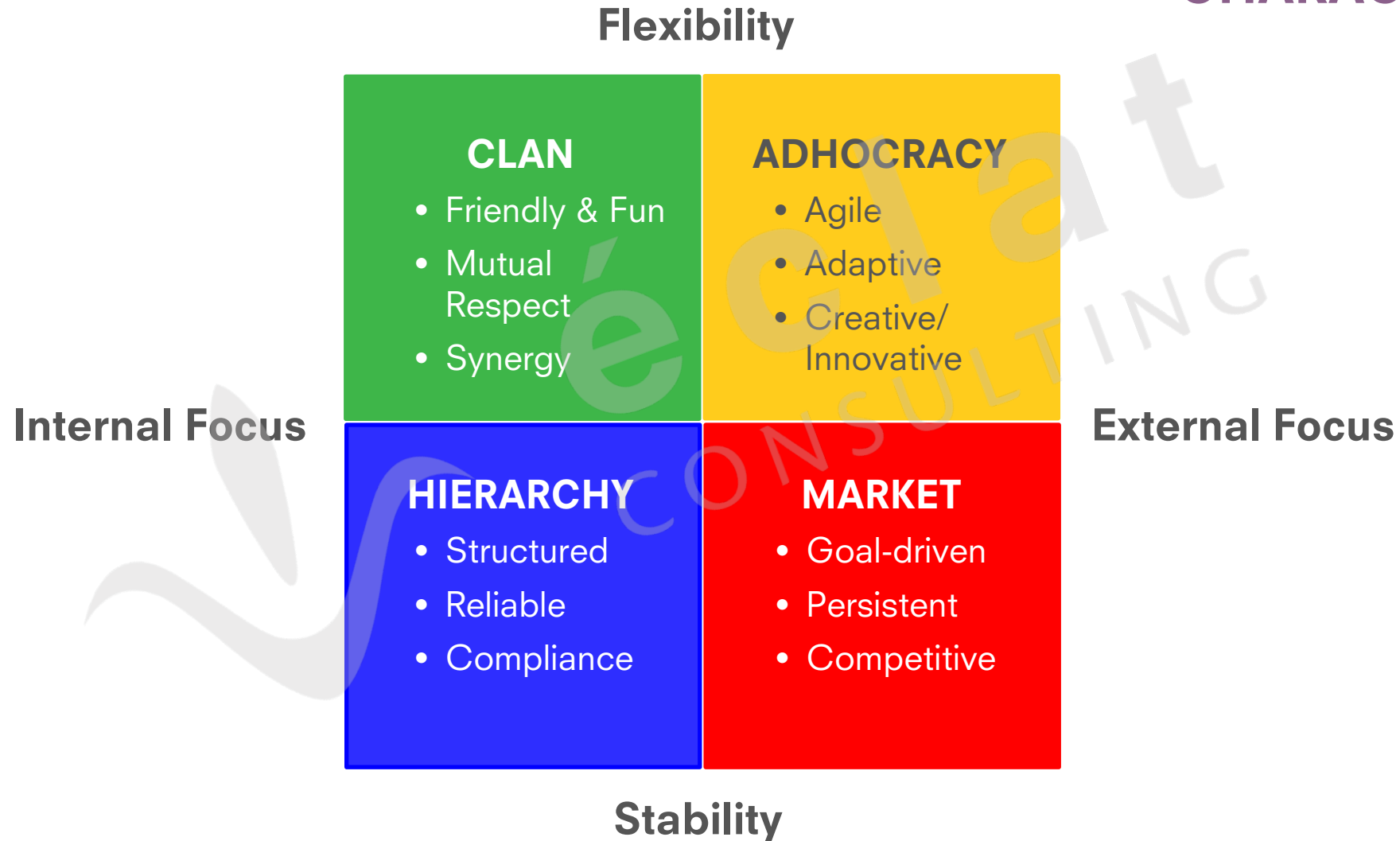
- ✓ Hi Risk Taking
- ✓ Low Thoroughness
- ✓ Hi Urgency
- ✓ Hi Self Structure



**Culture characteristics** of an entity:  
organization or team **is** naturally **influenced**  
by the **personalities of** individuals  
comprising **its population**.



# ORGANIZATION CULTURE CHARACTERISTICS

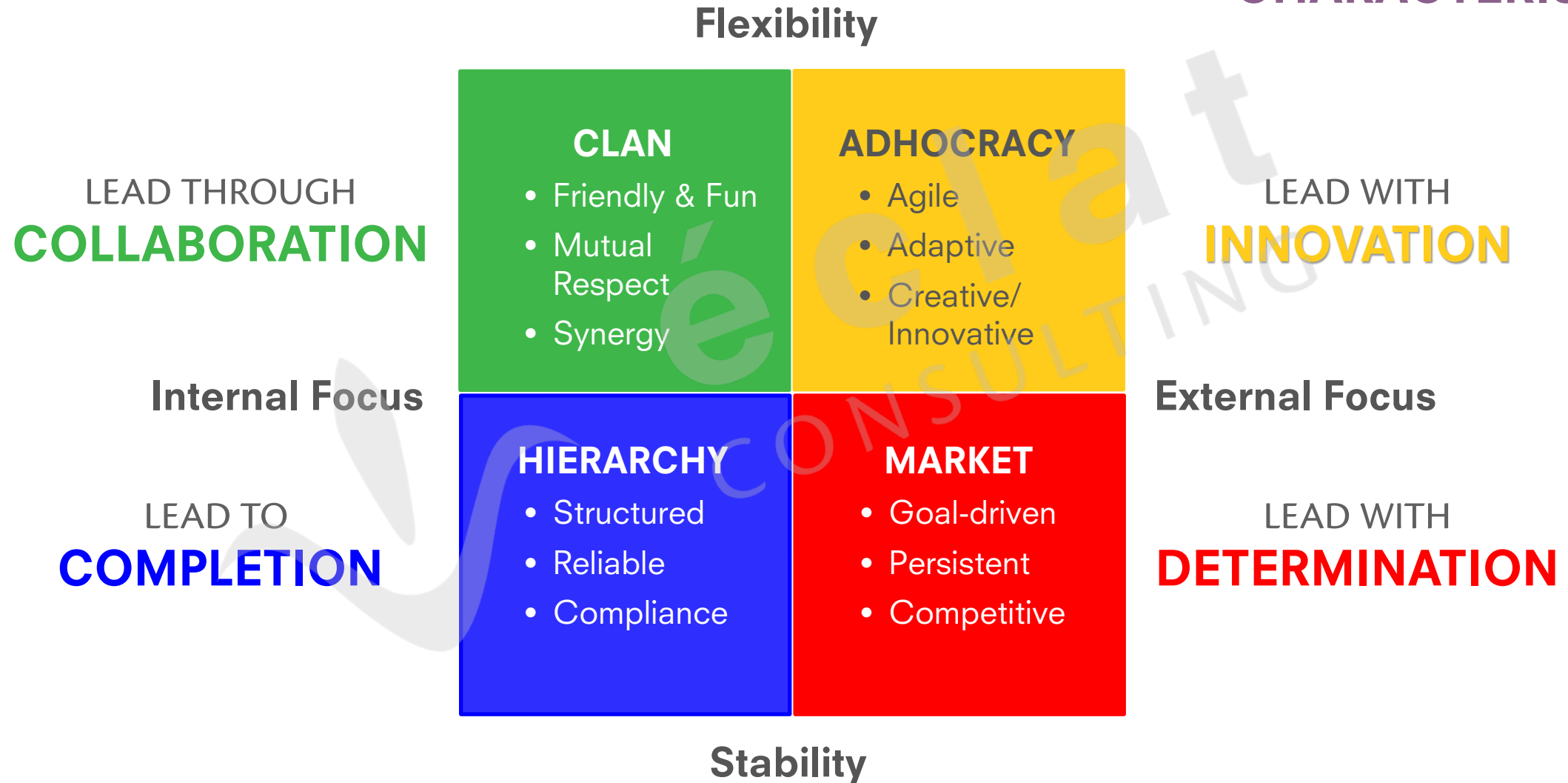


# The **Art** of **War**

- How to **increase** our **chances** of becoming the victor
- How to **battle VUCA**



# ORGANIZATION CULTURE CHARACTERISTICS





# The Corona Virus Slayers

## Tsai Ing-wen

Taiwan with population close to **24 million** people, has confirmed just **440 cases** & **7 deaths**. **No new cases** since May 7 and **no locally transmitted cases** since April 12 (per May 21, 2020).



## KK Shailaja

Health Minister of the Indian state of Kerala has been hailed as the reason a state of **35 million people** has lost **four** to the virus (per May 14<sup>th</sup>, 2020).



## Nguyen Xuan Phuc

Prime Minister of Vietnam highlighted that with a population of nearly **100 million** people, Vietnam has recorded **324 cases** and **zero deaths** (per May 20, 2020).



They made **different decisions**. They had **different approaches**.  
What do they **have** in **common**?



# LEAD WITH INNOVATION

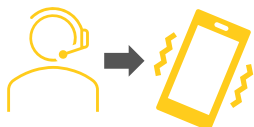
## Tsai Ing-wen



- aware of situation
- anticipate risks

Location-based Technology App to enforce quarantine

switched off



CDC staff learned about Wuhan



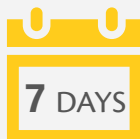
- Command Center setup
- 14-day home quarantine enforced



1 >15mins. authorities will be alerted

2 contacted 2x per day

## KK Shailaja



- Rapid Response Team setup
- Jan 27, WHO protocol fully adopted



Plan A



Plan B



Plan C



worst scenario



2 per district



500 per medical college



165K hotels, hostels, conference centers



entrances vs. exits separated

## Nguyen Xuan Phuc



- Jan 23, 1<sup>st</sup> case identified
- Feb 1, sealed off China border
- No air travel
- Locked down
- Enforced masks in public places



photographs and war rhetoric to unite people



Utilize Technology:

- text-messaging
- information-packed websites
- downloadable apps



127 articles a day

13 the most popular online news outlets



Rice ATM

1.5 kg



There are no conditions to get this free rice!



# LEAD WITH DETERMINATION

Tsai Ing-wen



**NPI** (Non-Pharmaceutical Intervention)

1 **contact tracing of infected persons**

**contact source**  
 **close contacts**

2 **isolation/quarantine infected persons**

## Prioritize Life Choices

**Essentials?**  
• Work  
• School

• Recreation Center  
• Tourism



**Selective Testing**  
1. Close contacts  
2. High-risk groups:  
- medical personnel  
- public drivers

KK Shailaja



stringent police action

no room for **stupidity, superstition**

strictly **reason, science**



superstition, gullibility, emotionalism, irrationalism



scientific, humanism, inquisitive, reformed



**MUST visit**

**170K** quarantined, surveilled



health workers

no inside bathroom



**MUST stay**

isolation unit paid by Gov't

Nguyen Xuan Phuc



recognized **COVID-19** as a **major threat**

Other countries debating:

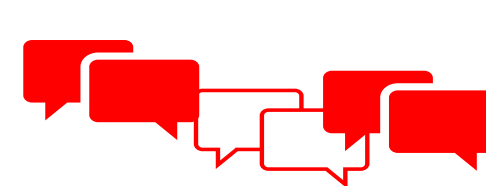


**HEALTH**

**vs.**



**Economic Growth**



**3 billion** messages on COVID-19 prevention



**FLOOD** phone users





# LEAD TO COMPLETION

Tsai Ing-wen



Take **precaution**,  
learning from  
H1N1 & SARS

Learn from the Past: Getting Things Done!

to **protect** public health

**1** within **5** weeks **formulate** up to **124** Action Items

**2** even as other countries are still debating or unsure **Enforce policies, to overcome the COVID-19 Pandemic,**

**3** Rely on **data-driven** problem-solving & decision-making produced by **technology**

KK Shailaja

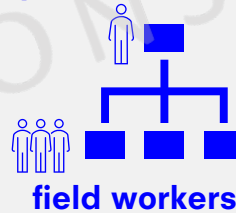


health secretary →  
minister's concern **valid**

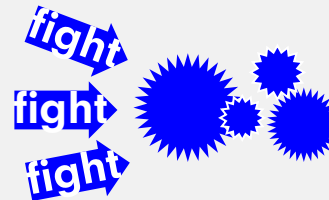
**Strong Chain of Command**

quickly develop  
mechanism for  
**strong chain  
of command**

**Thiruvananthapuram  
top health officials**



**massive  
precaution  
aimed  
at COVID-19**

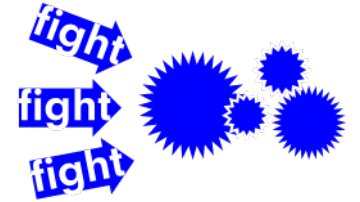


Nguyen Xuan Phuc



took **precautionary measures  
above and beyond  
WHO recommendations**

**Everyone  
in Compliance**



One of the first countries  
to **halt passenger flights  
from high-risk areas**



**quarantine  
international  
travelers**



submit **Health  
Declaration**



**14 days  
quarantine**



# LEAD THROUGH **COLLABORATION**

Tsai Ing-wen



Communicate, Engage, Collaborate



Command Center setup

**24/7**



educate the people (transparently and openly)



protect from hoax

collaboration of doctors, nurses, IT experts, engineers, researchers



**support**



accelerates government responses

KK Shailaja



Collaboration based on trust!



empathy



transparency



**must not hide or suppress data or information to people**

**investment**

Facilitate coordination



scientists, experts, doctors with proven capabilities



on call centers

**16K**



food, medical attention, unloneliness



**100K**

quarantined people

Nguyen Xuan Phuc



Communicate to People



“Government really doing everything it could”



get people to **collaborate** against enemy



**campaign** protective behaviors

## Gubernur Jateng Ganjar Pranowo



*Langkah Pemda  
Provinsi Jateng  
yang mengenal  
warganya.*

Melihat ke depan kebutuhan penambahan 46 RS dan **mempersiapkan dini** penambahan lab tes:

- Lab Balai Besar Litbang Vektor & Reservoir Penyakit, Salatiga
- RS Universitas Negeri Sebelas Maret, Surakarta.

Kampanye **kreatif** pakai kaos dengan tulisan-tulisan unik: "Maskeran Keren", "Lagi Wabah Becik Ning Omah".

**Segera** menginstruksikan tes cepat COVID-19 secara massal di 35 kabupaten/kota **merespons** pergerakan warga pada akhir Ramadan & Hari Raya Idulfitri 1441H.

Memfasilitasi **rembuk desa**, sebagai bentuk **kepatuhan** pada forum keputusan tertinggi yang sudah berjalan ratusan tahun, bahkan eksis sebelum Indonesia lahir.

**Bekerja sama** dengan pemerintah pusat (hotline bantuan), kabupaten/kota, ilmuwan, dan pengusaha untuk melawan virus serta melayani warga Jateng.

**Berempati, mengakomodasi, peduli** 'kearifan lokal' misal **jogo tonggo** dalam membiasakan laku hidup sehat dan membeli produk sesama warga.

Mendorong **inovasi** dengan menggerakkan seluruh industri untuk mengubah fokus demi melawan pandemi COVID-19.

- PT Biofarma memproduksi reagen PCR
- PT Dirgantara Indonesia membuat ventilator
- PT Pindad memproduksi ventilator
- PT Jasa Medivest anak perusahaan BUMD Jabar Jasa Sarana mengelola limbah medis (Jabar satu-satunya yang memiliki fasilitas *waste management* untuk Covid-19).

Jawa Barat **proaktif** menjadi provinsi pertama yang memulai uji PCR (*Polymerase Chain Reaction*) yang lain hanya dipusatkan di Jakarta.

Pendekatan **berbasis ilmiah** (**data** dan **ilmu**), misal, banyaknya warga yang harus dites: 0,6% warga untuk I mengantisipasi peta sebaran COVID-19.

Sejak awal, sadar pentingnya **transparansi**, bahwa data perkembangan pasien COVID-19 tidak boleh ditutupi.

Memfasilitasi **kolaborasi** berbagai pihak (50% alat RDT: Rapid Diagnostic Test untuk tes massif adalah donasi Yayasan Buddha Tzu Chi).

## Gubernur Jabar Ridwan Kamil



*UNDP memuji  
langkah Pemda  
Provinsi Jabar  
dalam menangani  
COVID-19.*

What is the **Key**  
to guarantee  
**Victory** in a war?







How to gain **VICTORY?**

**TROOPS**



... to gain **VICTORY?**

**WEALTH**



... to gain VICTORY?

SHIELDS ARMORS

WEAPONS

**“The RICH are NOT  
necessarily SECURE;**

**The POOR are NOT  
necessarily INSECURE.”**





“The **MAJORITIES**

do **NOT** necessarily **PREVAIL**;

The **MINORITIES**

do **NOT** necessarily **FAIL.**”



That which determines  
who will **WIN** or **LOSE**,  
who is **SECURE**  
and who is in **PERIL**,  
is their science, ...  
... their **WAY!**



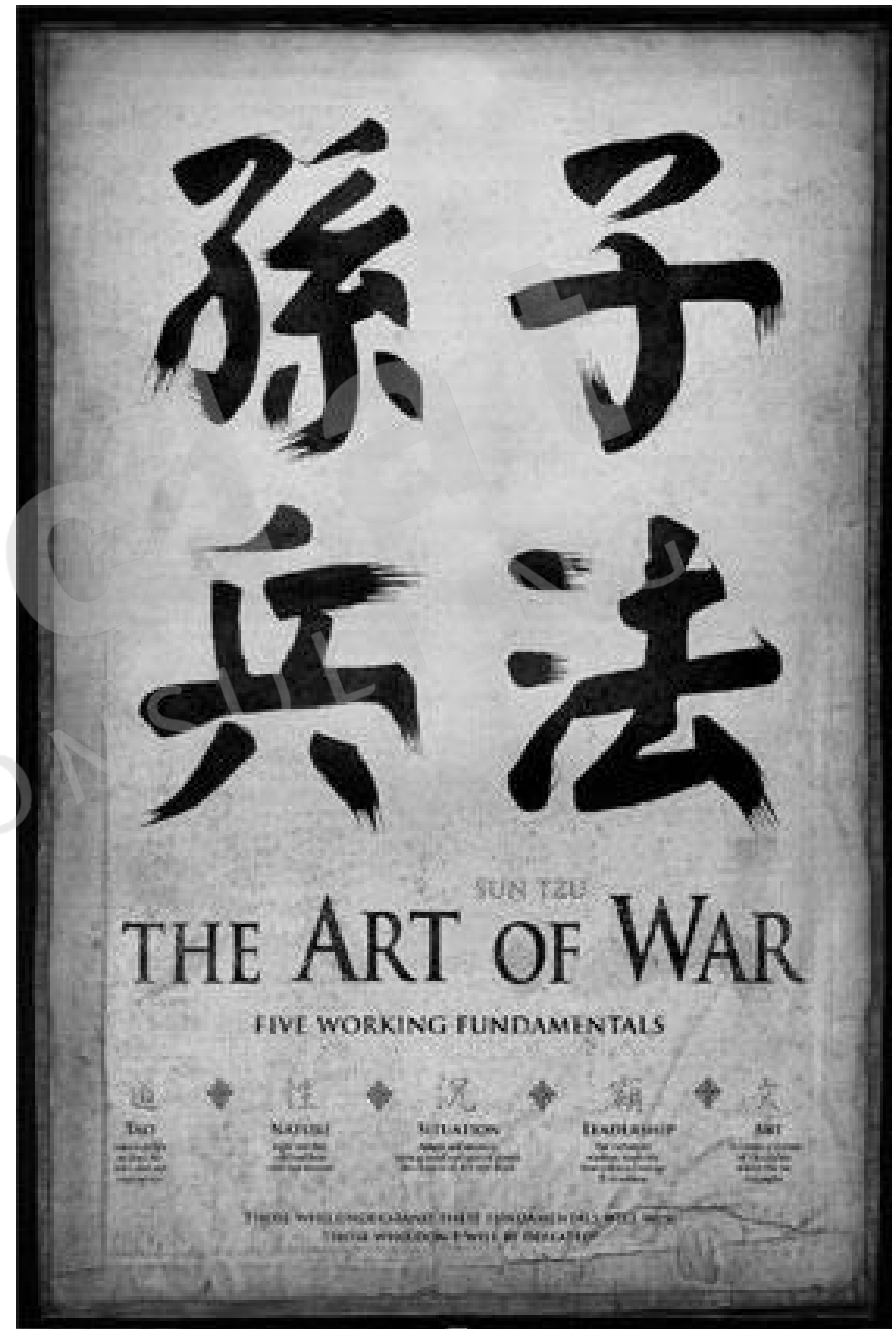
Without the **WAY**,  
the superiority of numbers,  
supplies, or equipment  
**CANNOT** guarantee success!



VITAL  
IMPORTANCE

LIFE AND DEATH

SAFETY OR RUIN





The art of war is governed by  
**FIVE CONSTANT FACTORS,**

... to be considered  
in one's deliberations,  
when determining the  
**BATTLEFIELD CONDITIONS.**



# #1 THE MORAL LAW

## 道 (Dào)

“... shapes the people to be  
**in complete accord**  
with their ruler,

so that... they will follow him  
**regardless of their lives,**  
**undismayed by any danger.**”



## #2 HEAVEN

天 (Tiān)

“... signifies **night** and **day**,  
**cold** and **heat**,  
**times** and **seasons**.”



## #3 EARTH

地 (Dì)

“... comprises **distances**,  
**great** and **small**;  
**danger** and **security**;  
**open ground** and **narrow passes**;  
the chances of **life** and **death**.”





## #4 THE COMMANDER

### 将 (Jiāng)

“... stands for the virtues:  
judgment → **wisdom**,  
intention → **sincerity**,  
character → **benevolence**,  
decisiveness → **courageous**,  
duty → **strictness.**”

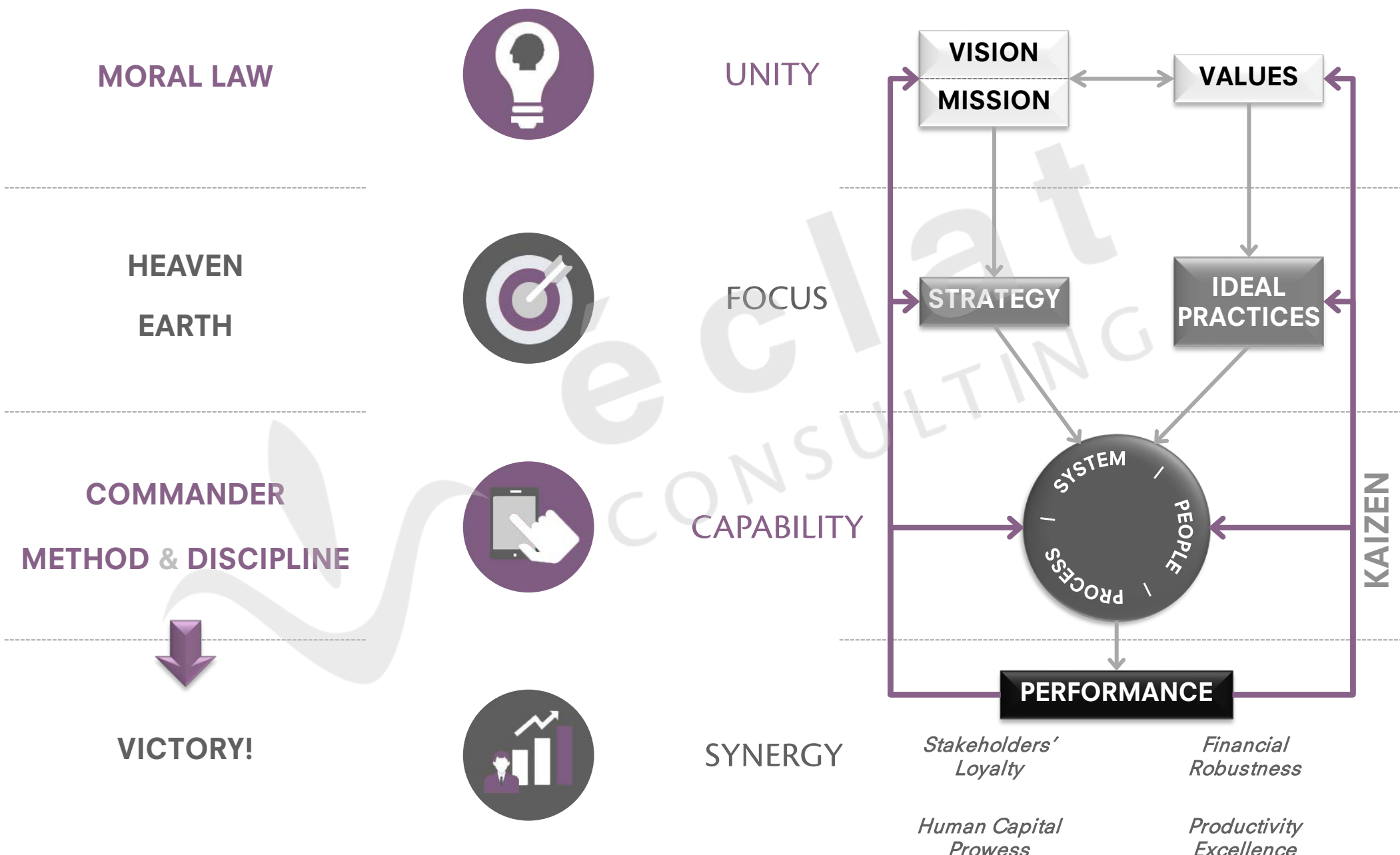


## #5 METHOD & DISCIPLINE

### 法 (Fǎ)

“... means the **marshaling** of the army in its **proper subdivisions**, the **graduations of rank** among the officers, the **maintenance of roads** by which supplies may reach the army, and the **control of military expenditure**.”





# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



Sun Tzu

孫子兵法

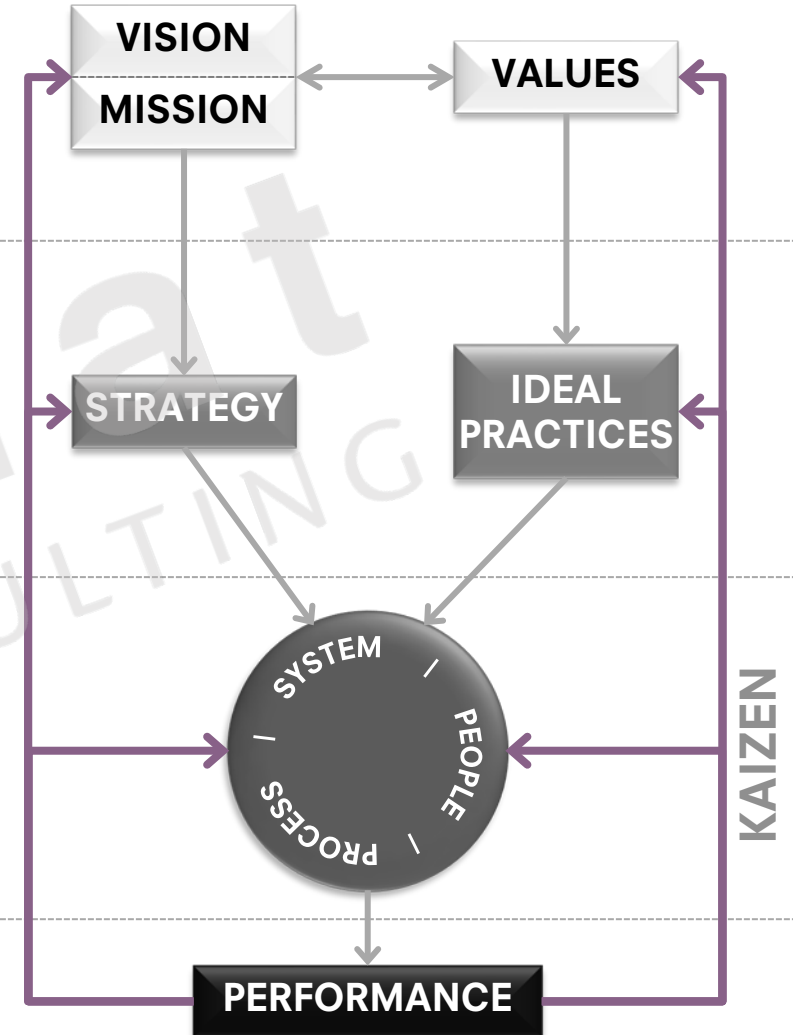


UNITY

FOCUS

CAPABILITY

SYNERGY



*Stakeholders' Loyalty*

*Financial Robustness*

*Human Capital Prowess*

*Productivity Excellence*



# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



Sun Tzu

## 孫子兵法



UNITY



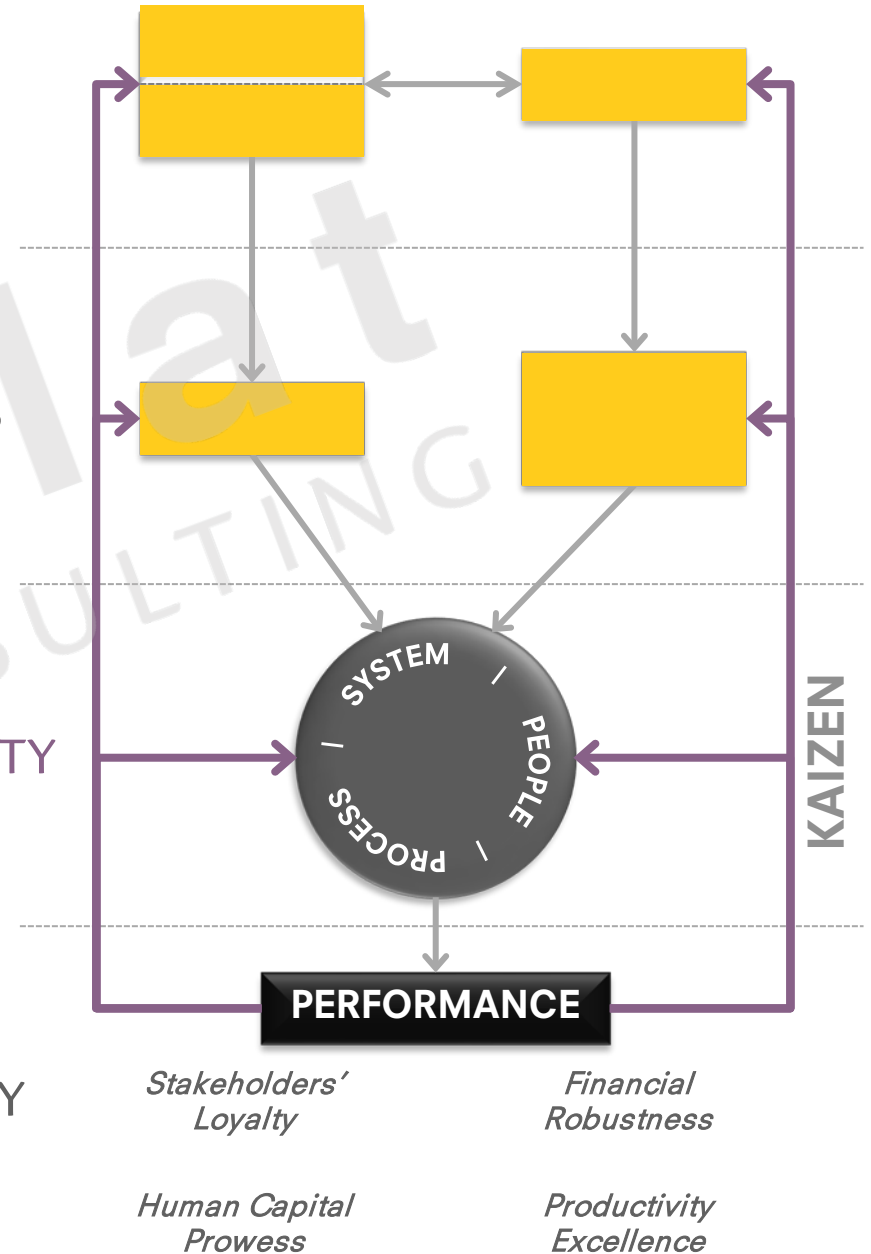
FOCUS



CAPABILITY



SYNERGY



# STRATEGIC EXCELLENCE



UNITY: Vision - Mission - Values

Explicit (Clear)

Tacit (Unclear)

'Do as I SAY,  
Don't do as I do'

Commanders

'Walk the Talk &  
Talk the Walk'

Commanders

'Do as I like'

Soldiers

'Do as I assume'

Soldiers

Unconvincing

Convincing



FOCUS: Strategy & Ideal Practices

Chance to win the war

Low

Medium

High

# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



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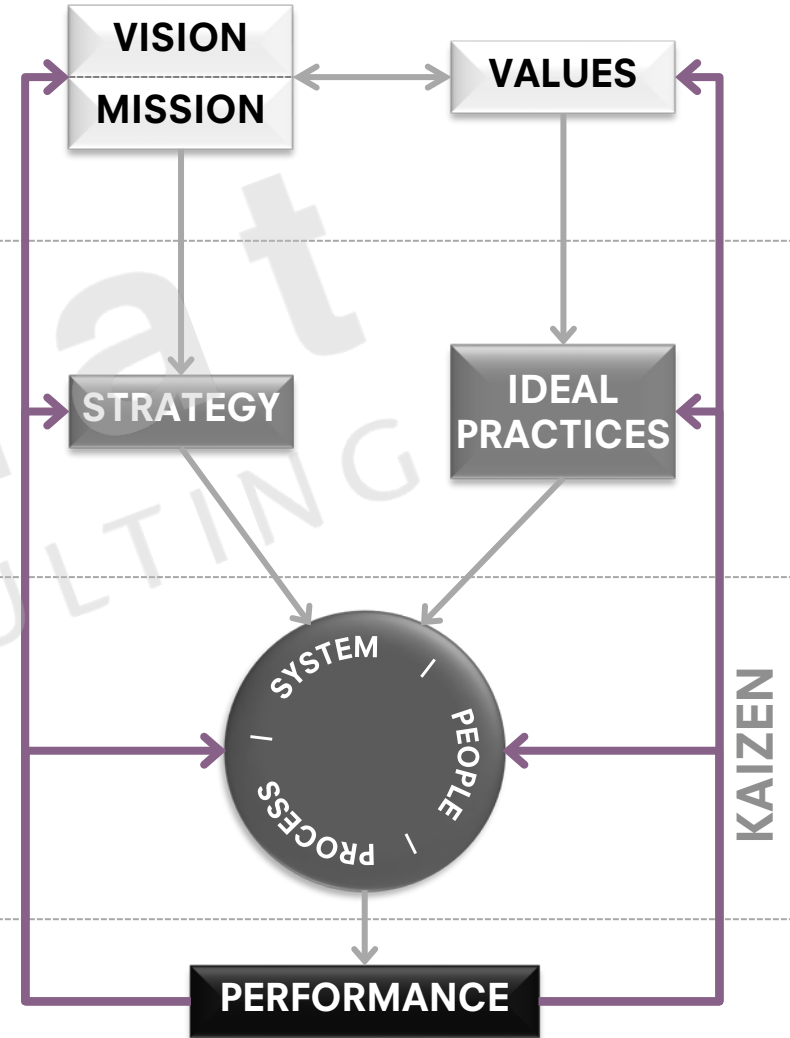


UNITY

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*Stakeholders' Loyalty*

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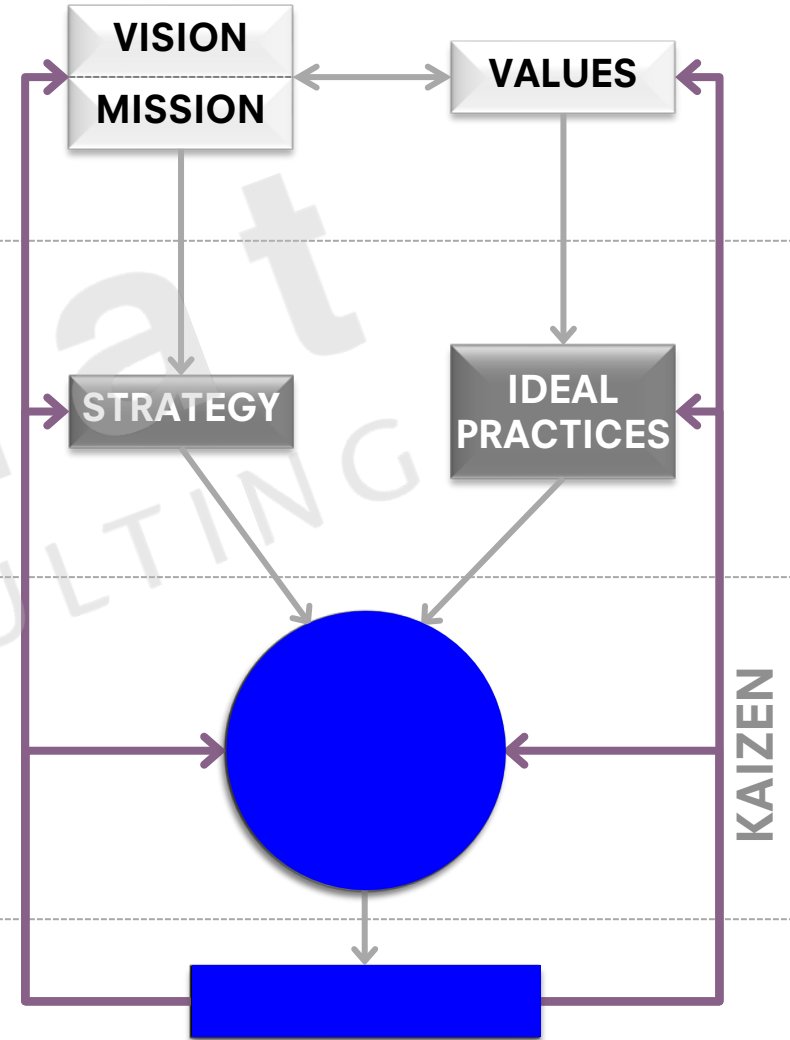


UNITY

FOCUS

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*Stakeholders' Loyalty*

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# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



Sun Tzu

## 孫子兵法



UNITY



FOCUS

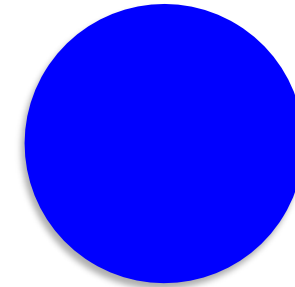


CAPABILITY



SYNERGY

LEAD WITH **INNOVATION**



LEAD TO **COMPLETION**

# 4 TENETS<sup>®</sup> OF VIABLE ORGANIZATION



Sun Tzu

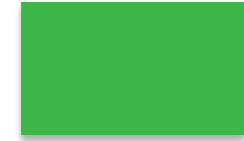
孫子兵法



UNITY



FOCUS



LEAD WITH

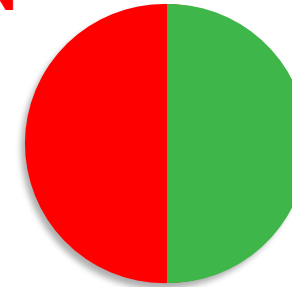
**DETERMINATION**

LEAD THROUGH

**COLLABORATION**



CAPABILITY



SYNERGY







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THE **4 TENETS**  
OF VIABLE ORGANIZATION®



So... how do we **Lead** our **Troops** to **Battle VUCA?**



the **Battlefields**  
of **VUCA**

the **Troops**



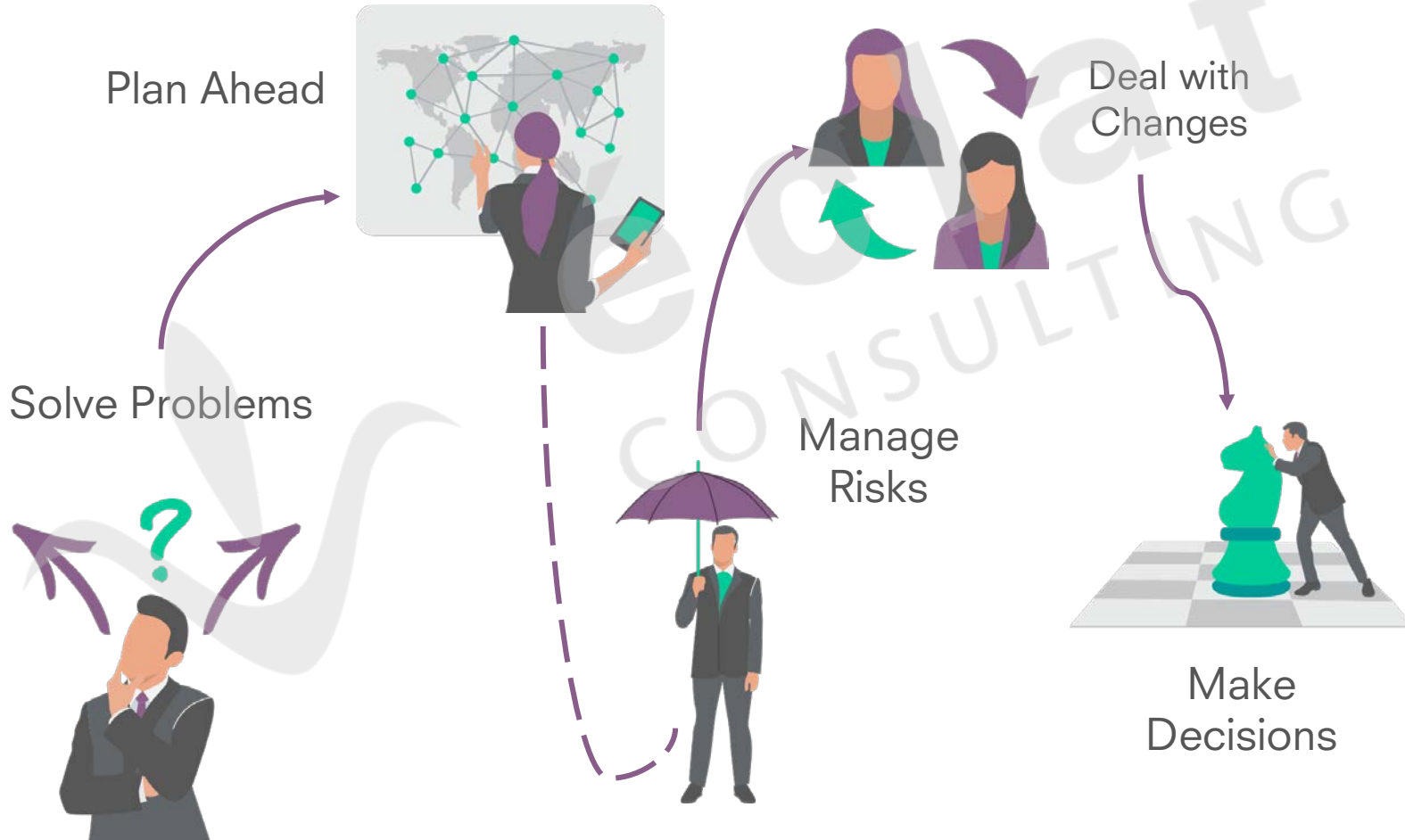
# VUCA impacts how Leaders:

**V**  
**Volatile?**

**U**  
**Uncertain?**

**C**  
**Complex?**

**A**  
**Ambiguous?**



**V**  
**Vision!**  
"LEAD WITH  
**Innovation**"

**U**  
**Uniqueness!**  
"LEAD TO  
**Completion**"

**C**  
**Collaboration!**  
"LEAD THROUGH  
**Collaboration**"

**A**  
**Assurance!**  
"LEAD WITH  
**Determination**"

**V**  
Vision!

**U**  
Uniqueness!

**C**  
Collaboration!

**A**  
Assurance!

Flexibility



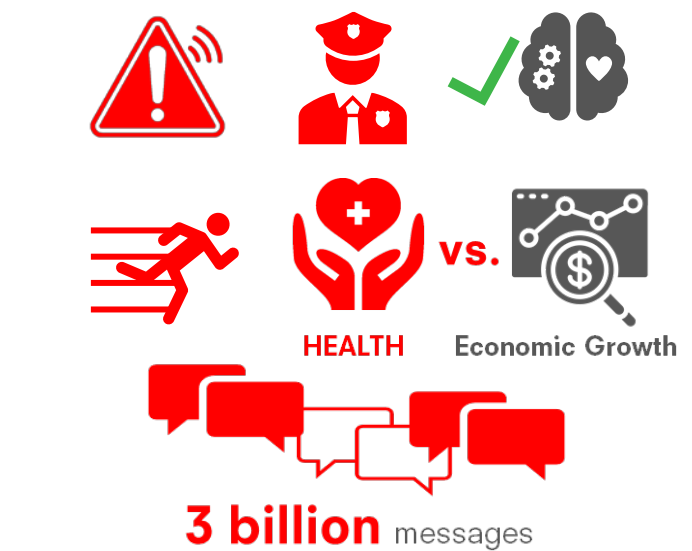
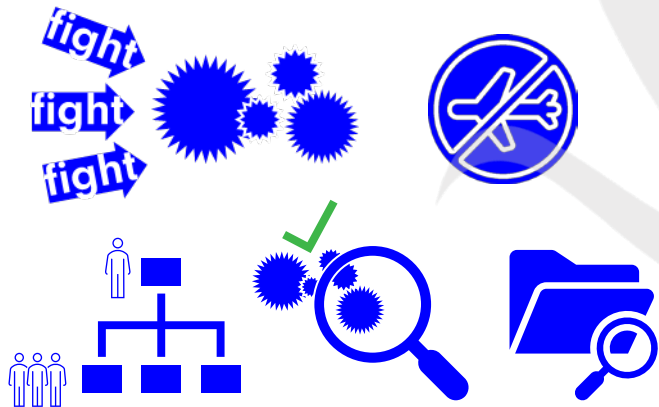
LEAD THROUGH  
COLLABORATION

LEAD WITH  
INNOVATION



LEAD TO  
COMPLETION

LEAD WITH  
DETERMINATION



Stability



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