

Strategic Sales Management
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Breaking the Myths and Learning the Basics (Remaining Part)
Understanding Selling from a Strategic Perspective
Lecture - 06
Selling in a VUCA World

Welcome back everyone. Today we will be starting with the last session of the week 1.

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Learning Objectives:

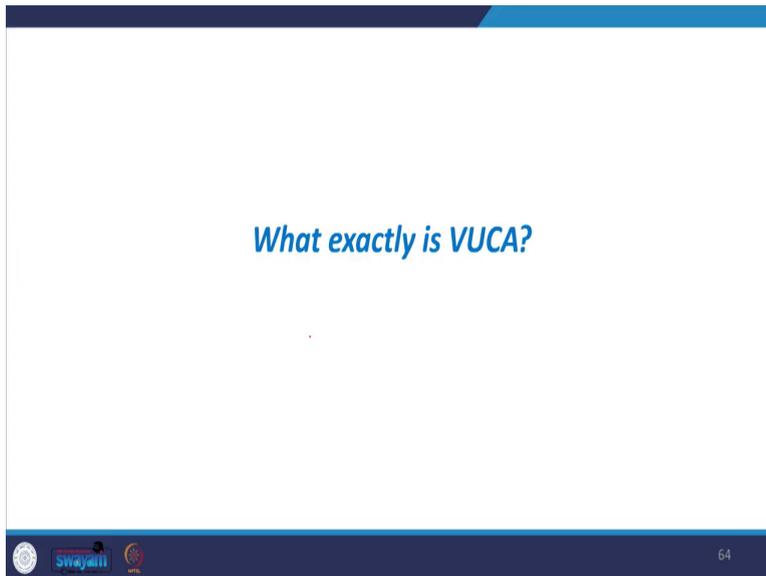
After going through this module, you should be able to:

- Comprehend Selling in a VUCA World
- Celebrate Taiichi Ohno

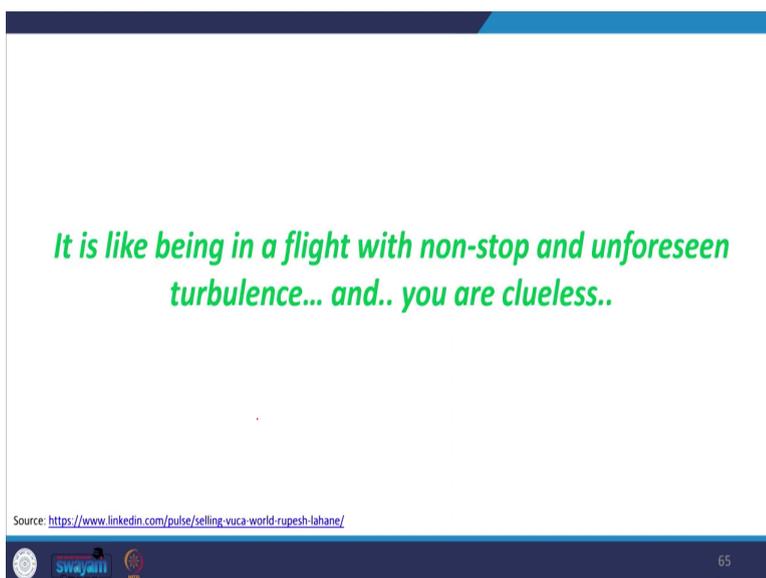
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We will be covering the remaining part of the session 5. So, to be precise once we are done with this module you should be able to understand or comprehend selling in a VUCA world and celebrate Taiichi Ohno this is a part of an extra fodder for thought thing which we are having in our sessions.

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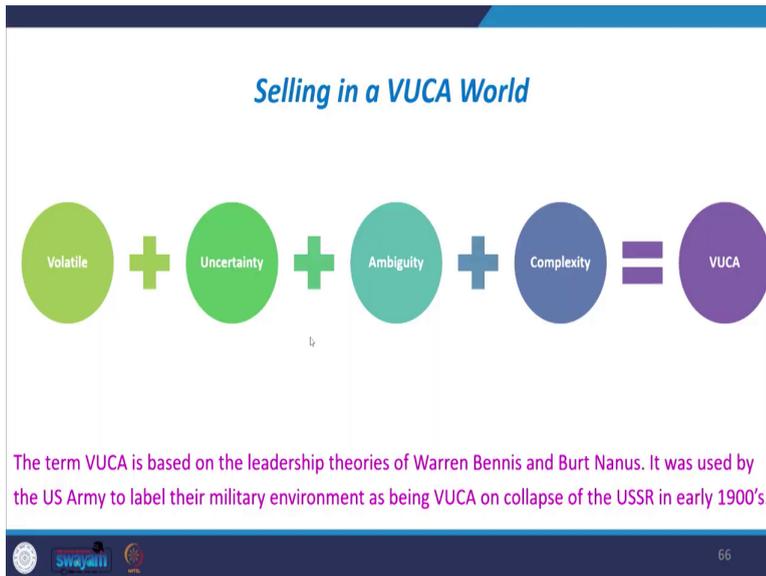


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Now, before we proceed further we really need to understand what VUCA is. I think to put it more in a dramatic way. We can say it is like being in a flight with non-stop and unforeseen turbulence and you are clueless. Clueless in the sense like because you might not understand all the mechanics of how a plane flies right. And a pilot may be knowing much more than that. So, in a way this indicates an element of someone being an expert which we will also explore further, as we will dig deeper into the VUCA world.

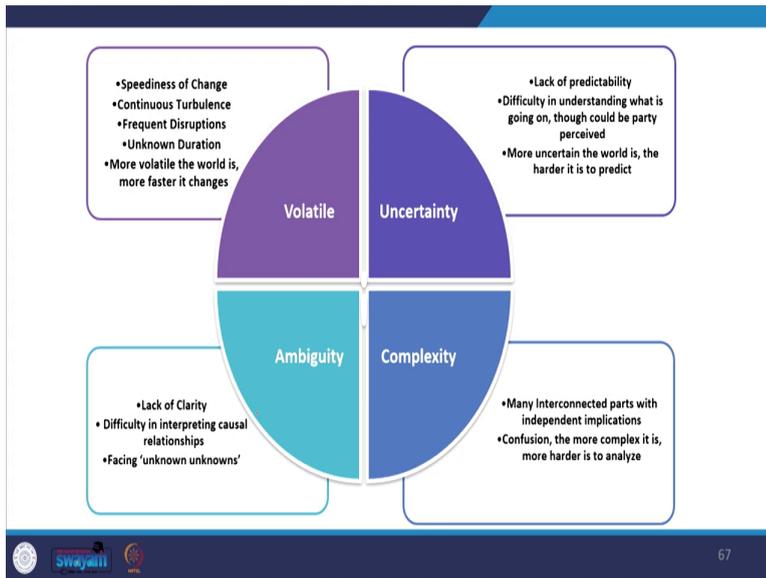
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Now, I think again we also saw this in the last session. VUCA is all about V for volatile, U for uncertainty, A for ambiguity and C for complexity to give you a bit of a theoretical perspective the term VUCA is basically based on the leadership theories of Warren Bennis and Burt Nanus and later on it was used by the US Army to kind of indicate their military environment during the collapse of USSR.

Because precisely for them everything was very very volatile, which meant it kept changing things were very uncertain and there was a lot of ambiguity and chaos and things were definitely very complex for them. Later on the same ideas of VUCA have been adapted to the world of education and business.

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Now let us look at it diagrammatically when you talk about something being volatile or an environment being volatile maybe we can say there is a very high speediness of change or there is a continuous turbulence. Which means they are definitely going to be a lot of changes in the environment which will kind of put the organization or maybe certain department of balance eventually leading to frequent disruptions. And you do not even know like the event which has taken place and kind of put an organization of balance what is going to be the duration of that.

In a way you can say more volatile the world is the more faster it changes. Now, when you move to the uncertainty aspect. It is more like saying that you cannot predict events that are going to happen in future as far as an organization is concerned with accuracy which means there is a very very low level of predictability.

And the other thing is in a truly uncertain environment even when you look at all these hi-fi statistical modeling's they might not even help you that much in kind of going for further predictions. In a way there is a huge difficulty in understanding what is going on.

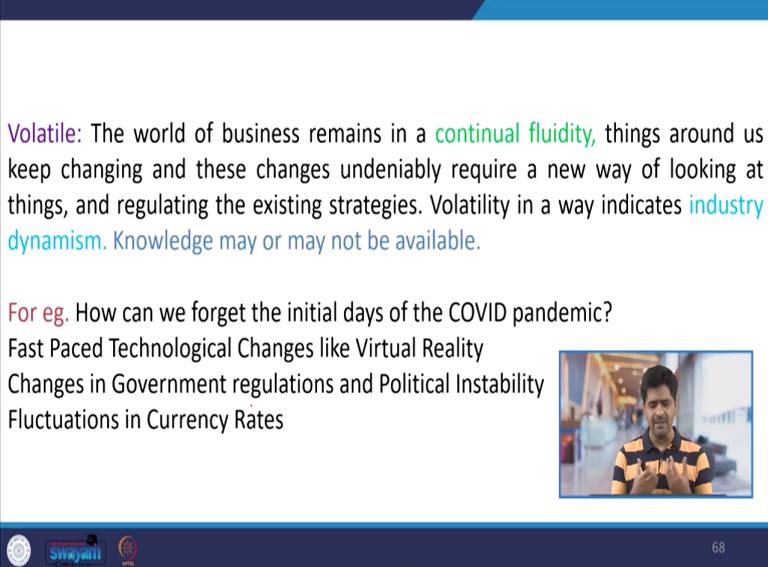
Even when the things could be partly perceived, still there is going to be a kind of an element that will bring in some kind of an uncertainty. And definitely we can say more uncertain the world is the harder it is to predict. Now, as you move further and when you talk about complexity. It simply indicates that the decision making is going to be very very complex. And the reason for that is that there are a lot of parties involved in a way you can say there

are interconnected parts which are going to have their own independent applications. Like if one part is behaving in a different way that is definitely going to impact, how the decision making is done in that complex environment and more complex it is it breeds more of confusion and it is harder to analyze. Now, when you move to the last part which is all about ambiguity. You can say there is a lack of clarity and difficulty in interpreting causal relationships this facet is more like facing unknown unknowns.

Which means you know nothing about you have no past experiences with respect to handling what is happening around you and things are very very chaotic. Like you cannot just have a full fledged strategy how you are going to move further. See whatever I explained you just now was more generic. Now, what we will do is we will start understanding all these four facets, which is about volatile, uncertainty, complexity and ambiguity with respect to more of a sales world.

Now, again as I just told you the world of business is more or less in a continual fluidity which means that things keep changing.

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Volatile: The world of business remains in a **continual fluidity**, things around us keep changing and these changes undeniably require a new way of looking at things, and regulating the existing strategies. Volatility in a way indicates **industry dynamism**. Knowledge may or may not be available.

For eg. How can we forget the initial days of the COVID pandemic?
Fast Paced Technological Changes like Virtual Reality
Changes in Government regulations and Political Instability
Fluctuations in Currency Rates

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I think maybe to understand this more in a different perspective or precisely from a business perspective. We can say this captures the essence of industry dynamism, which means that something or the other will keep changing. See, even if you look at your personal life things will keep changing or things will keep happening right. Like something might happen in your personal life then something might happen to the job that you are doing, something might

happen to the people that you care for or maybe you know with respect to different facets of life something might happen or might bring in a certain change. Now, when you precisely talk about from sales world let us understand it this way. Let us say a new player has entered in the market we all know how Jio kind of created a havoc for all the other players, who were into this communication business or were telecom operators.

Whether it was Airtel, whether it was BSNL, whether it was Vodafone we all know how things change. So, the perspective which I am trying to give you is, if you have a player who has just entered the market and is kind of offering something may be at better prices or I think to put it in the best way he is giving a value offering to the customers. The best of quality at a very low price then definitely you are going to be off balance.

And you might have to adapt your sale strategy with respect to that. Another example of looking at this could be let us say there are huge fluctuations in currency rates and whatever you are consuming as an important ingredient for your product gets expensive. Now, eventually your product price is also going to increase right, because you will not prefer selling it at a loss. Now, just imagine when you are trying to be a price leader you wanted to provide the product at a very minimal price by maintaining a certain level of quality just because of the fluctuations in currency rates and the following impact you are going to be off balance and you might have to bring in a different strategy to deal with this situation.

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As far as the sales world is considered, it calls for **higher flexibility** for combating with volatility. **The approaches used for customers must be adaptable.**

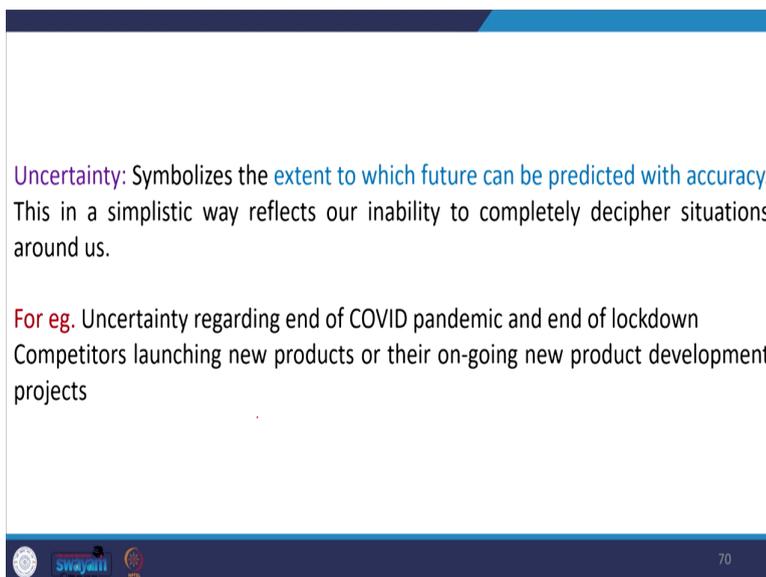
Even maintaining a **resource reserve** can be good strategy to combat volatility or to be responsive to changing situations.

Attempting to **anticipate changes** must be prioritized.

Now, as far as sales world is concerned in order to deal with the volatile environment, it is very important that there is a very higher flexibility for combating the same. You have to be very adaptable with respect to how you are dealing with consumers or your prospects. As I just told you let us say if Jio came up with the plan which was being liked by consumers, it was the responsibility of other players also to kind of act in the movement or adapt it to the requirements of the consumers.

I think maintaining a resource reserve can also be a very good strategy with respect to being responsive to the changing situations. And one thing which is very important is that you have to be in a way prioritize or maybe bring it on your list of top priority that you attempt to anticipate changes that might happen in the environment.

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Uncertainty: Symbolizes the extent to which future can be predicted with accuracy. This in a simplistic way reflects our inability to completely decipher situations around us.

For eg. Uncertainty regarding end of COVID pandemic and end of lockdown
Competitors launching new products or their on-going new product development projects

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Now, as we move to the next part which is uncertainty. This in a way symbolizes the extent to which future can be predicted with accuracy or I think maybe in very simplistic ways this reflects our inability to completely decode the situations around us. I think one example of this could be when I was reading or collecting more information about VUCA world. I think in one of the articles someone has very beautifully written. That if you have witnessed the COVID pandemic I think, when you talk about VUCA it becomes very self explanatory even from our personal examples. So, with respect to this uncertainty regarding end of COVID pandemic or with respect to when the lockdown is going to end also indicates how uncertain things were. Not in our personal lives for also for businesses as well. And similarly for sales

also things were very unknown. See, because until and unless the lockdown ends you cannot have a strategy for reopening your stores.

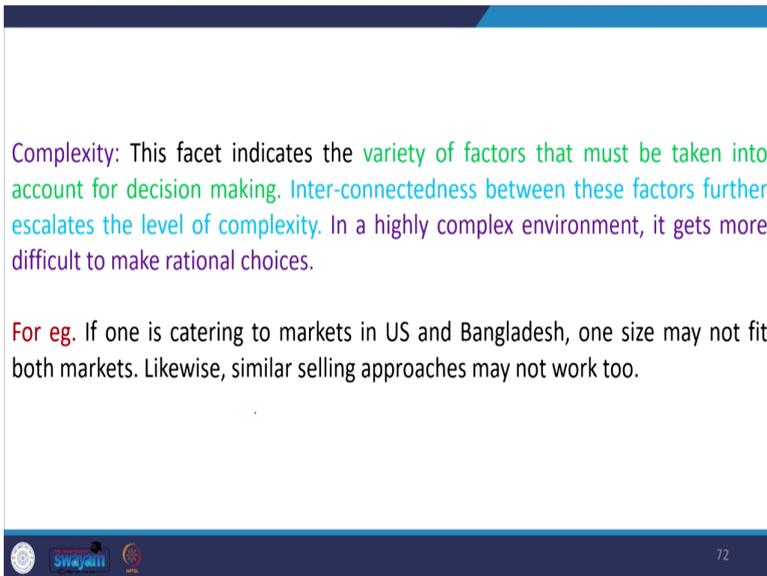
And then working out how you can foster trust and more of confidence to consumers or to shoppers to bring them back. One way or another example with respect to sales dynamics could be competitors launching new products right or maybe because of let us say a very good marketing intelligence team, you have an idea. You know that the competitor is coming up with a new product or maybe there is an ongoing product development project which competitor is doing you might have uncertainty with respect to your product.

If you think they have kind of got hold of a very good technology, which might definitely impact the demand which you are enjoying for your products. So, in order to make up for the uncertainty when you talk about a sales organization. It is very important for them that they start acting as marketing intelligence agents. I am talking about the role of a sales person, who is kind of dealing with customers on ground level or maybe other stakeholders as well. It is very important for an organization to prioritize collecting information and then utilizing it in the best scientific ways to derive insights from this and even if it requires structural changes in the sense like you need to have a policy or you need to have a different unit who should do this, then please go ahead and do this. In another way you can also say that you know they are required to go beyond the existing sources of information and have continuous dialogue with the customers.

I think this in a way sums up the fact that you can only tackle uncertainty, when you are acting very smart and kind of keep keeping in touch with what is happening in and gain environment right. Because it will kind of make you proactive with respect to you know taking actions or adapting to the changing situations that you might just face or as I said the focus must be on enhancing the engagement with the customers and co-creating with them.

And whenever you bring in the element of co creating it definitely indicates that you work as collaborators with them with respect to solving their problems, bringing the changes in products and improving the processes. That also you have and which might they also be having as your collaborators.

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Complexity: This facet indicates the variety of factors that must be taken into account for decision making. Inter-connectedness between these factors further escalates the level of complexity. In a highly complex environment, it gets more difficult to make rational choices.

For eg. If one is catering to markets in US and Bangladesh, one size may not fit both markets. Likewise, similar selling approaches may not work too.

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Now, when you talk about the third aspect which is complexity. This facets simply indicates that there are a lot of factors that need to be taken into account before you decide on your strategy. And specifically this interconnectedness between these factors further enhances the level of complexity. Now, I think you might remember that we discussed the concept of team selling.

Why is it required? Simply, because you have a lot of players, when you go and sell or you sit across the table you might need someone who is very good in negotiations. You might need someone who is very good in you know has that knowledge about what competitors are doing and how our product is better than them with respect to convincing the other party.

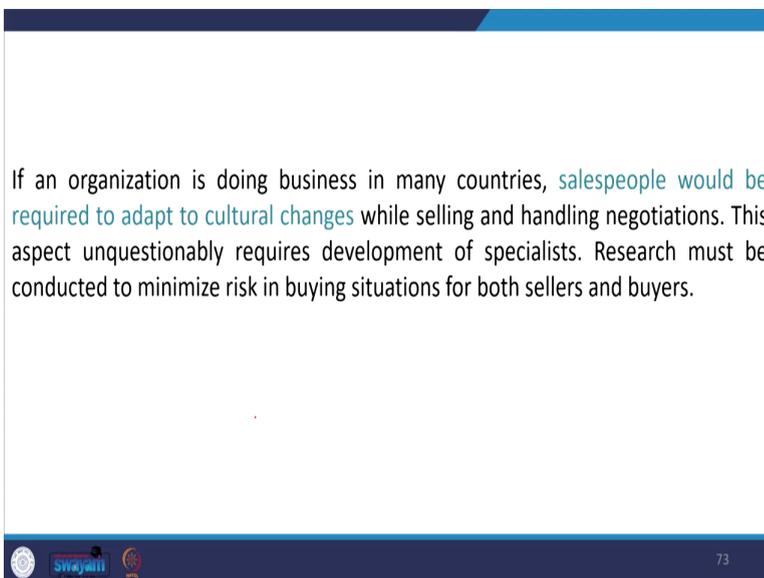
You might also need someone who comes from finance department, who will be more proactive with keeping everything in check with respect to financing or maybe even let us say hinting out what is the best price that we can offer. So, this kind of captures the essence of the fact that there is a complexity and there are a lot of players involved I think with respect to sales let us consider this example.

Let us say you have an organization which is catering to markets or different segments of consumers across US, let us say Bangladesh then India then you can consider other countries also may be let us also consider for that matter Nepal and Sri Lanka right. So, the point is in all these countries you have different regulatory frameworks right, different legal frameworks and the other things that you have you have different customers coming from different

cultures, different education level, different backgrounds. You know the social fabric is entirely different in all these countries. Now, just imagine if you want to sell in all these countries you are definitely required to deal with a complex environment in which one strategy may not work for all these countries right.

So, that is how the element of complexity comes in like. So, as far as this is concerned sales people would be required to adapt to the cultural changes while not only selling but handling negotiations also in these countries. And this definitely also indicates an aspect of developing specialist.

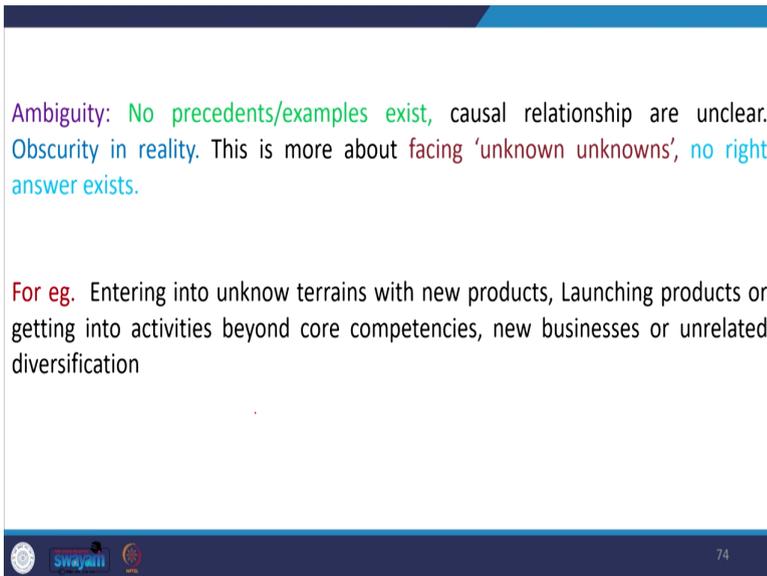
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This indicates that whenever you are hiring and you are dealing with different countries with respect to selling, then you might need people who will understand the language, because that will work well, Who understand their culture, who are well versed with global dynamics at least for the markets that you are catering to right.

Because this specialization is definitely going to help you a great deal in working effectively in these countries. And the another way of handling complexity is always kind of allocate your resources towards, maybe we can say the mechanics that you can utilize for minimizing risk in buying situations for both sellers and buyers which means for yourself also and for the customers also, and definitely if it is a key account. Now, the last part which we are going to understand is ambiguity.

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Ambiguity: No precedents/examples exist, causal relationships are unclear. Obscurity in reality. This is more about facing 'unknown unknowns', no right answer exists.

For eg. Entering into unknown terrains with new products, Launching products or getting into activities beyond core competencies, new businesses or unrelated diversification

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Which means that you have no threats from the past that you can utilize for making out of the current situation, what better than COVID right. We all know how ambiguous it was no one knew when the lockdown is going to end, no one knew how the treatment is going to happen, no one even knew why this was happening, how this was happening or how things were working out. It was only with time when they got some data points with respect to patients or how this is spreading that they were able to decipher a lot of things.

So, ambiguity is more like being in a very chaotic environment where the reality seems completely hazy and no right answer exist for what you will be doing. Now, with respect to a business world when you talk about ambiguity maybe you can say like entering into unknown terrains. Going beyond your core competencies like you come up with the product and the kind of customers that you have not tackled to let us say one of the bike manufacturers or automobile companies now get into restaurant business right.

Completely different terrains different mechanics of operating in hospitality industry and automobile industry. So, this in a way can lead to ambiguity or let us say when a business is diversifying in unrelated businesses, but see if you talk about a salesman ambiguity can come from internal you know environment also external also. External as in with respect to understanding the demands of customers or how their preferences keep changing right.

And when you talk about internal dynamics that can also be a reason for ambiguity. In the sense like when you have a boss who is not clear with how we should be moving forward or

maybe you have an executive in top position who is kind of still figuring out where he like to take the organization like he might feel no I do not want the organization to be a price leader we want to focus on quality and things like that.

So, that can also bring a kind of ambiguity as far as the business world is concerned. Now, when we talk about handling ambiguities an organization should be ready to experiment and test hypothesis. Which means that they should invest in marketing research studies, they should come go ahead and test the ideas. Let us say they might even decide to go for product experimentation with respect to whether this new segment is going to welcome our product or buy our product or not.

Or maybe with respect to what are the changes that you we should bring in our current product line to kind of you know make it more lucrative for different segments that exist for the competitors and things like that. So, the key for again handling ambiguities being proactive with respect to doing a lot of research. When you talk about ambiguity you can say you develop a failure culture; which means that you are willing to take that risk, you are willing to test, you are willing to experiment.

And you do not fear getting failed up, because once you fail you definitely learn a lot of things even with respect to what you should not be doing which anyway indicates half of the job is done.

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A Sales Manager in a VUCA realm must have answers for the below given questions:

- Are my salespeople well versed with consultative selling or has it become a part of our sales culture?
- Are they well armed with right information holistically when they meet prospects?
- Are they acting as listening posts?
- How are they negotiating on price?

Source: <https://www.forbes.com/sites/jeroenkraaijenbrink/2018/12/19/what-does-vuca-really-mean/?sh=59d1e25617d6>, <http://www.ttassociates.com/wp-content/uploads/Selling-in-VUCA-World-B.pdf>, <https://www.forwardfocusinc.com/ignite-sales/how-to-sell-in-a-vuca-world/>, <https://hbr.org/2014/01/what-vuca-really-means-for-you>

So, as far as the selling and VUCA dynamics is concerned I think these are the four questions which a sales manager should answer himself with respect to dealing effectively in a VUCA world. First is, are my sales people well versed with consultative selling or has it become a part of our sales culture?

Now, why we need to talk about the consultative selling. See simply this aspect indicates that you have been in touch with customers or your prospects with respect to understanding, their processes, their functions, their requirements for the products which anyway is going to help you deal with maybe let us say ambiguity or reduce uncertainties with respect to how their demands are going to change in future. Are they well armed with right information holistically when they meet prospects?

Do they have idea what is it that the competitors are doing. Do they have idea let us say if your present prospect or customer has decided to enter into a new business, where you can also provide them kind of fulfill their demands by offering something which will be easy for an organisation to maybe modify or bring in for them, because this any will not only bring more of business.

But is also going to provide you foothold with respect to bringing more of revenues for an organization and kind of you know having that relationship with customers which is going to pay off even when the environment is ambiguous or there is complexity or the uncertainty creeps in. Are they acting as listening post? Again this is more of an aspect of maybe you can say consultative selling.

But definitely, this highlights that you should be open to listening to customers. If a sales person only thinks about speaking and is not ready to listen what the prospect or client or customer has to say. Then he will never get that idea maybe let us say again how he is planning to change his business over course of time or maybe how he is going to change his processes. Let us say the prospects says or the customer says now, he is thinking of using a different technology. Where the raw material that you are providing to him may not work or he might look for something else then just imagine how your business is going to get impacted. You should always acting as listening post as a salesman and this is not only related to like understanding what the customer says. This is also related to talking to competitors with respect to what is it that they find good about the products that your competitors are providing. The other thing is how they are negotiating on price.

See why this becomes important is. If you remember we just talked about that you also need a resource reserve right. And that will come in from the money or the price that you are charging for the products, because that is how revenue comes in. So, the point is you should not be selling your products at such a low price. That you do not have enough resources to kind of sustain in the market whenever it gets complex or whenever you know there is a lot of ambiguity or complexity enters in.

So, this is again one of the perspectives, which I wanted you to have over how a sales manager can survive better when we talk about a VUCA world. Now, as a part of an extra fodder for thought. I want you to know about this gentleman Taiichi Ohno. He is the man who is behind the lean manufacturing systems getting the limelight that they deserve or he is someone who kind of brought this into execution.

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Some Extra Fodder for Thought : The Man Behind Lean Manufacturing Systems



Taiichi Ohno

Taiichi is considered as the father of Toyota Production Systems, which later set the foundation for lean manufacturing systems in the US. He stands credited for rebuilding Toyota after second world war in mid 1970's. He is the one who propelled 'just-in-time' production systems, and is widely celebrated as an author for his commendable books like Toyota Production System: Beyond Large-Scale Production, Workplace Management and Just-In-Time for Today and Tomorrow. *He always believed in the philosophy of workplace being a teacher, where you can find all the answers.*

Source: <https://squiretothegiants.com/my-giants/taiichi-ohno-1912-1990/>; <https://www.leansixsigmadefinition.com/glossary/taiichi-ohno/>

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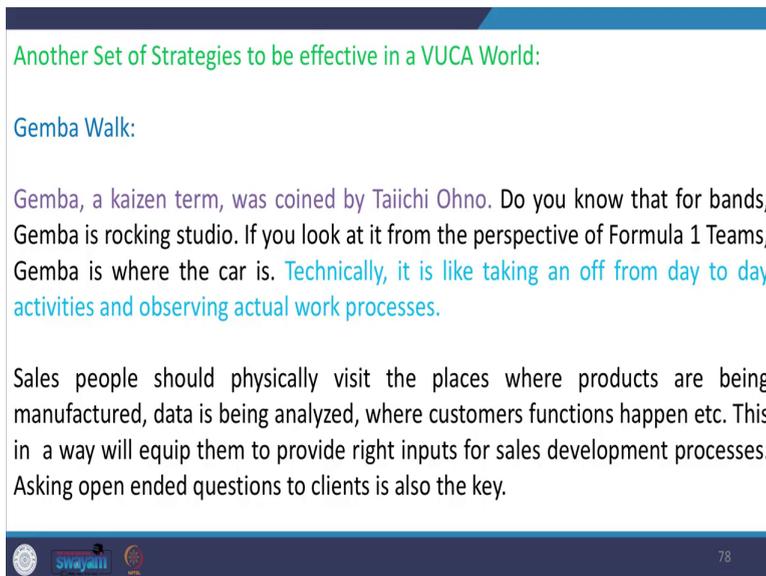
Now, Taiichi is considered as the father of Toyota Production Systems, which later set the foundation for lean manufacturing systems in the US. He stands credited for rebuilding Toyota after Second World War in mid 1970's. And he is the one who kind of fueled or maybe propelled the idea of 'Just-in-Time' Production Systems, and is widely celebrated for a lot of books that he has written, but one thing which we can connect with respect to the sales world or maybe I think to put it in a more exciting way.

You might be wondering why I have kept this as a part of an extra fodder for thought in which in a way does not aligns directly or may be very much linked to the sales systems. That

is precisely because he came up with the concept of Gemba. Now, I will be further explaining you how that works in this aspect of VUCA selling or in sales world.

So, I would urge you to go ahead and read more about this gentleman for the fantastic contributions that he has made to the management world. Now, I want you to have a perspective on the strategies which can be effectively utilized for navigating our way through the VUCA world.

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Another Set of Strategies to be effective in a VUCA World:

Gemba Walk:

Gemba, a kaizen term, was coined by Taiichi Ohno. Do you know that for bands, Gemba is rocking studio. If you look at it from the perspective of Formula 1 Teams, Gemba is where the car is. Technically, it is like taking an off from day to day activities and observing actual work processes.

Sales people should physically visit the places where products are being manufactured, data is being analyzed, where customers functions happen etc. This in a way will equip them to provide right inputs for sales development processes. Asking open ended questions to clients is also the key.

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So, the first one is Gemba Walk, which again comes from the thought processes of Taiichi Ohno. Now, Gemba is basically a kaizen term which was coined by Taiichi Ohno. Now, see if you talk about someone who is going and recording a song. I think studio is Gemba for them or if you may be look at from the perspective of formula one teams Gemba is where the car is.

Now, technically what he is trying to indicate was that just get to the flows in the sense like whatever activities you are in, just go and observe them. Maybe let us say if you are into you know cost minimization profile. Go and sit with production people and see how that happens, go and sit with the people who are procuring raw materials and see how it is being done.

So, that on the basis of observation you might be able to figure out a lot of things with respect to reducing that cost or maybe making that process more effective. Now, let us adapt the same concept to the sales dynamics in a VUCA world. Now, what he is trying to say is with

respect to going to the flows and connecting it with VUCA is that the sales person should physically visit the places not only within the organization but also the places of the clients as well.

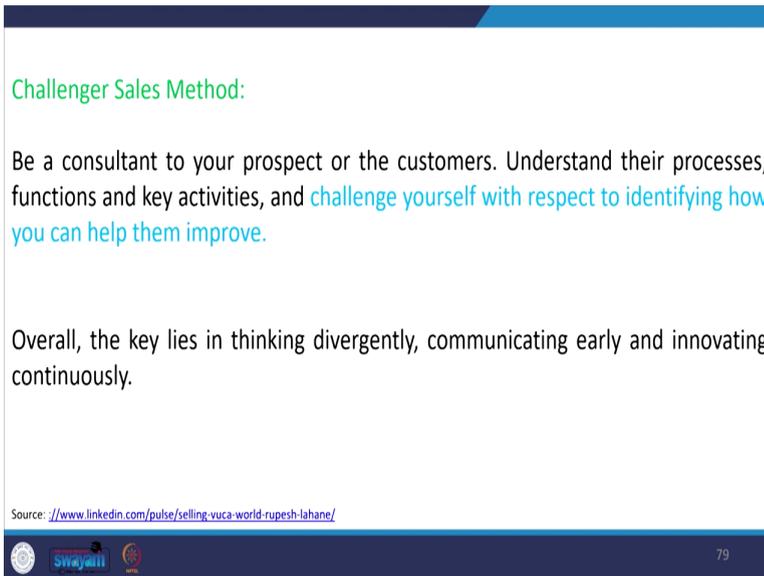
Let us say they might go and see how their product are being manufactured? How they are analyzing the data? How the customer functions are happening? How customers support functions are happening? Because this in a way will provide them a lot of right inputs with respect to the sales development processes or very very insightful inputs with respect to the things that might impact the sales call right.

But the key point is they should be willing and open to ask questions, because that will only give them perspective about whatever they are observing. If they just observe and in case they have any doubts or there is something which might impact the sales call and they are not kind of digging deep further into it. Then this technique might have limited impact.

But I also personally feel that this can make a lot of difference. Just imagine that you are having meetings with various teams that functions in your clients business and you are trying to understand their processes and various things how collaboration may be in a other ways how fruitful this collaboration is going to be if this is done in this way. Now, another technique which you can use for kind of navigating your way effectively is challenger sales method.

Now, this is all about being a consultant to your prospect or customers. Understand their processes and functions and activities which you are also doing as a part of Gemba walk right, but what challenger sales method kind of puts forth is the challenge yourself with respect to you know identifying ideas how you can help them improve.

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Challenger Sales Method:

Be a consultant to your prospect or the customers. Understand their processes, functions and key activities, and **challenge yourself with respect to identifying how you can help them improve.**

Overall, the key lies in thinking divergently, communicating early and innovating continuously.

Source: [//www.linkedin.com/pulse/selling-vuca-world-rupesh-lahane/](https://www.linkedin.com/pulse/selling-vuca-world-rupesh-lahane/)

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Or maybe you can say challenge yourself with respect to finding out how you can help the clients in improving their businesses. Because that again is going to be a kind of a seed with respect to having a long term fruitful relationship with them. So, overall maybe you can say when you talk about the challenger sales method. The key lies in thinking divergently, communicating early and continuously innovating with respect to the challenges that sales person are going to set for themselves.

Now, there is another technique which again I found out could be used with respect to effectively dealing in a VUCA world. This is basically called as holocracy. Now, this was developed by Brian Robertson in 2007. Now, what this strategy says is that you have to focus on decentralization or in a way you can say you have to kind of go away with the traditional hierarchy of leadership in which you know you have to take approvals for everything they have all the authority with respect to deciding what you should do what you should not do.

So, what this strategy proposes is that you have different functional teams who are playing important role, you give them that authority to take decisions. I think maybe its more like if someone is doing an important job, you give them that empowerment to decide what should be done. Because it is that person who is spending majority of his energy in finding out what could be best in this situation. Definitely you can have meetings.

And you can brainstorm with respect to you know figuring out whether what the other person is proposing is going to work or not, but at least give them that authority and that definitely might bring in some magical results.

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Holocracy: One of the most extensively adopted methods of self-management. It was developed by Brian Robertson in 2007. Focuses on decentralization and proposes pressing the traditional hierarchy of leadership authority and command. The idea is to empower self-managed teams to take decisions.

Lets have a look at this video for better understanding:
<https://www.youtube.com/watch?v=MUHfVoQUj54>

(Source: Holocracy, YouTube Channel)

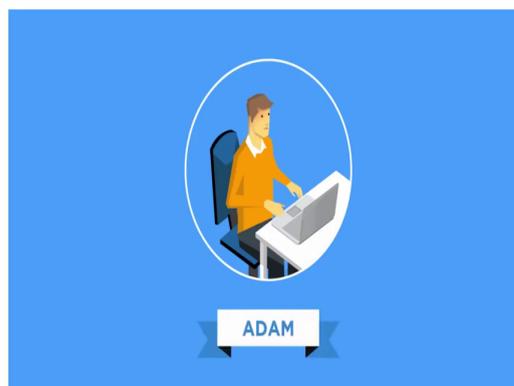
Source: Navigating in a VUCA World by Waltraud Glaeser, <https://www.vuca-world.org/toolbox/>



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See, I would also urge you to look at the video maybe we can look at this video now, in which holocracy is being explained with respect to an employee called as Adam. I hope you will enjoy watching this video.

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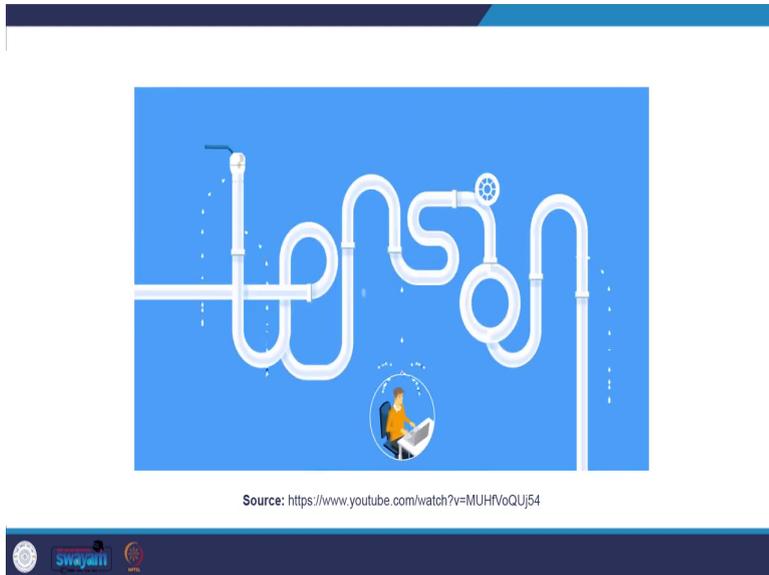


Source: <https://www.youtube.com/watch?v=MUHfVoQUj54>



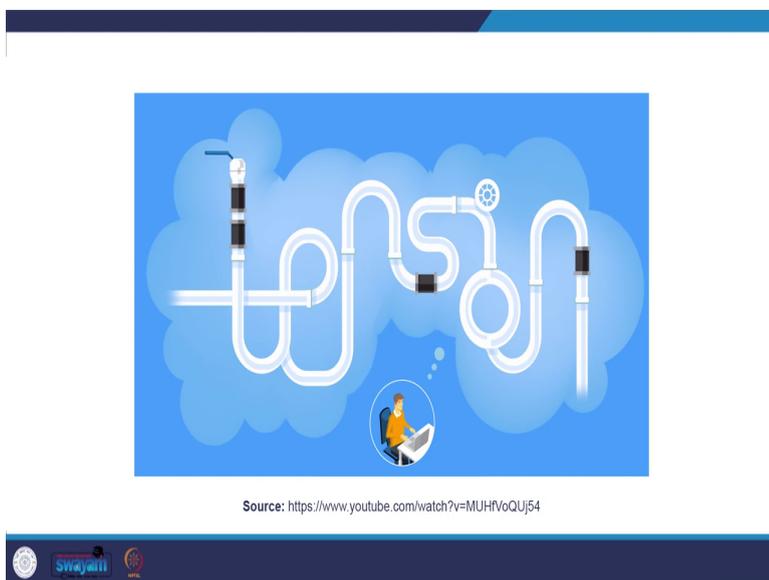
This is Adam.

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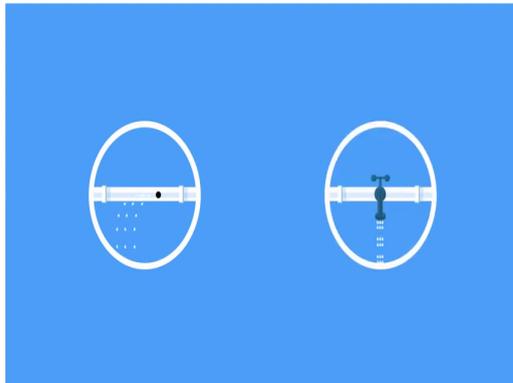
He goes to work every day and senses tensions within his organization.

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The feeling that something could be better than it currently is.

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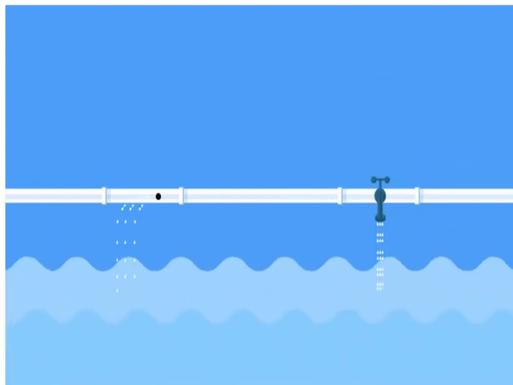


Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



In one case its a task or responsibility that no one owns. In another its an inefficient and wasteful process.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



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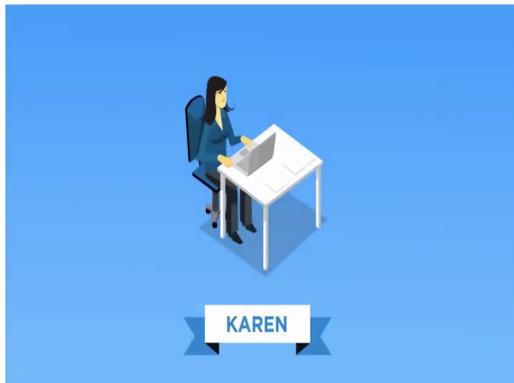


Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



How can he improve the way things work?

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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



First he turns to his manager Karen.

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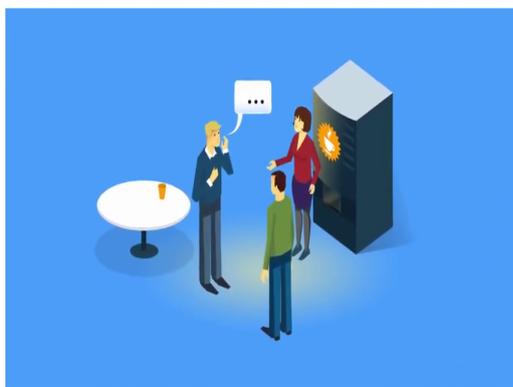


Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



But she is overwhelmed and cannot make all the decisions.

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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



So, employees rely on consensus building in politics. But that is too slow and things get stuck.

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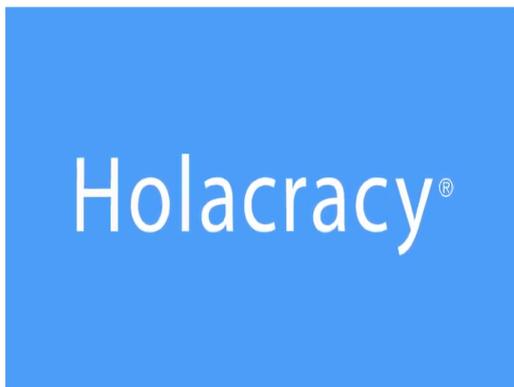


Source: <https://www.youtube.com/watch?v=MUHFVoQUj54>



When they cannot influence each other effectively all people can do is protect their turf ultimately they disengage and the entire organization suffers.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUj54>



Holacracy is a new way of organizing your company.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



Its designed to remove obstacles. So, working get done faster with more clarity and more autonomy with Holocracy in place instead of trying to convince his boss to act.

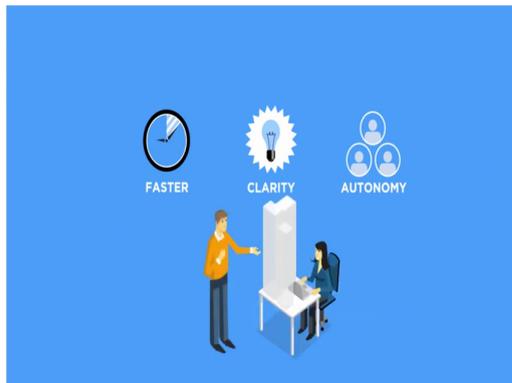
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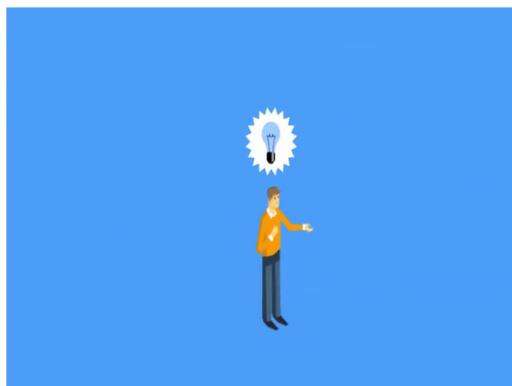


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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>

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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>

Adam can propose getting the authority he needs to act on his own.

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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



He goes to a special meeting designed to achieve incremental improvements in the way things are organized. It follows a disciplined process that gives everyone a voice.

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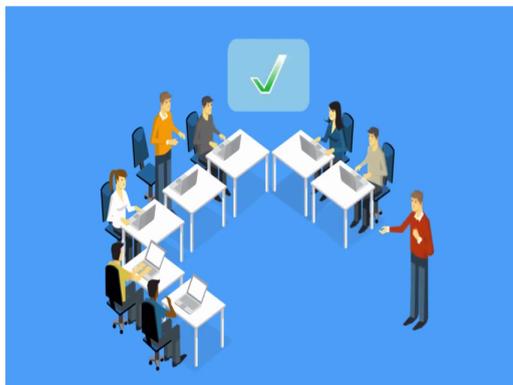


Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



But without the tyranny of consensus.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



In the meeting Adam gets more authority to fix issues himself.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUJ54>



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Source: <https://www.youtube.com/watch?v=MUHFVoQUj54>



So, he can move forward without requiring his managers help. In this way Holocracy distributes leadership throughout the company. Empowering everyone to be an entrepreneur in their roles.

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Source: <https://www.youtube.com/watch?v=MUHFVoQUj54>



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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>



Instead of serving the boss and fighting the status quo everyone drives continual improvement serving the purpose and the customers.

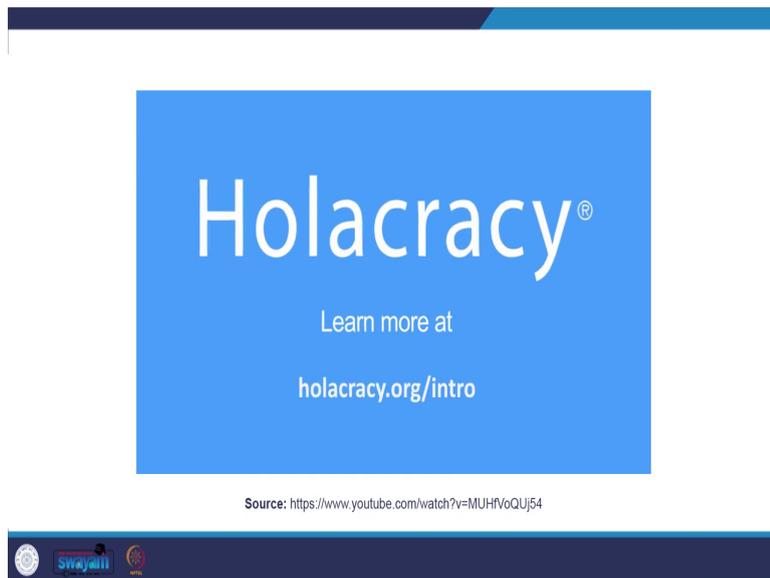
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Source: <https://www.youtube.com/watch?v=MUHFvOQUj54>

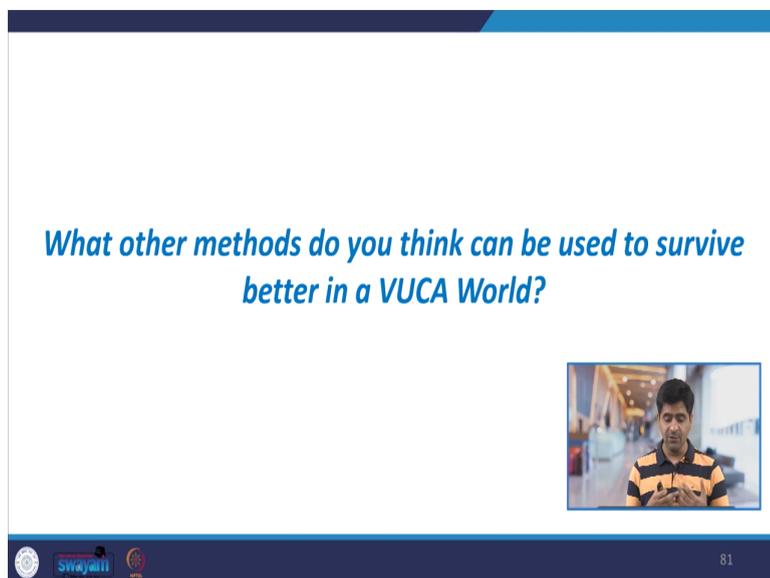


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And this has been taken from the Holocracy YouTube channel. So, I really hope you enjoyed the video.

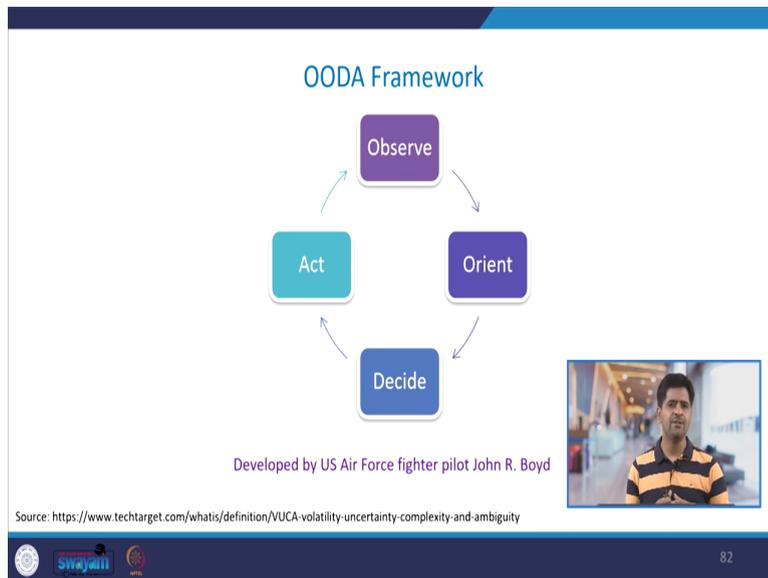
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Now, again what other methods do you think can be used to survive in a VUCA world. This is more like again stimulating you two things see. I can only discuss ideas, but things are going to get better when you will also start thinking what is it that will work, because you might not agree with all the strategies that we have discussed.

So, now its time for you to get a little creative and maybe you can post in your ideas or what you think can be the better strategies for dealing in a VUCA world. There is another framework.

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Which again I will explain in just brief it was developed by US Air Force fighter John R. Boyd. He basically suggested that whenever you are dealing in a VUCA world, you can use the OODA framework which means first observe the things. Then on the basis of what you observe and when you get that clarity, orient yourself with respect to what will work in this situation, but you need to have a clear cut clarity about the observations that you have.

So, once you have oriented yourself and you have decided you know this is what you will be doing, then just have the right mix of resources and strategies and processes in place to act. So, there is one particular article which is available you know in a blog which I will be sharing with you on the forum and I would request you to read more about it, because OODA is again one of the very thrilling frameworks which can be utilized.

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To sum up, in a VUCA World what is a simple fact today could be an uncertain, ambiguous, complex change tomorrow



“ The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday's logic. ”

PETER F. DRUCKER

Source for the image: https://twitter.com/thomas_dettling/status/996730271339810816

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When we talk about the VUCA world so, this is more like I am giving you a kind of homework to read more about it. Now, to sum up when we talk about a VUCA world what is a simple fact today could be an uncertain ambiguous and complex change tomorrow. I think Peter F Drucker quote “The greatest danger in times of turbulence is not the turbulence it is to act with yesterdays logic”.

See this is what VUCA is all about right. Which kind of requires you to be on toes you cannot just you might be facing the similar situation that you had faced. Let us say in 2005, but the strategy that you adopted at that time might not work in your business. Now, because see even if you look at from the sales world. How the requirements of customers has changed, inflation has changed, how you price new competitors have come in global dynamics has impacted a lot of things, emergence of online channels, information technology, penetration of internet has changed a lot of things.

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A Positive Spin to VUCA

Vision in place of Volatility: The purpose is more important than the plan

Understanding instead of Uncertainty: Stop, Observe and Listen

Clarity over Complexity: Draw meaning and insights out of Confusion

Adaptability over Ambiguity: Collaborate and Experiment, Be open to Failures

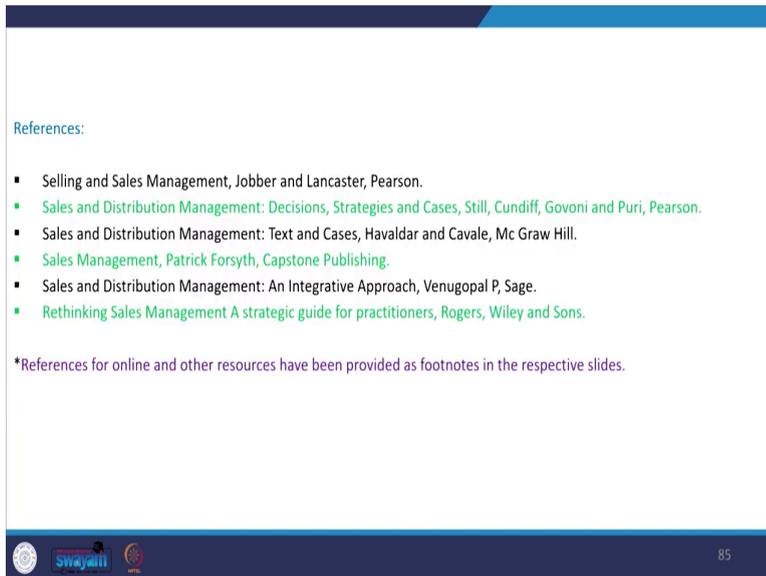
Source: Navigating in a VUCA World by Waltraud Glaeser, <https://www.vuca-world.org/toolbox/>

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Let us also look at one of the positive spin of VUCA. You can have a vision in place of volatility. The purpose is more important than the plan. You can have an understanding instead of uncertainty. Stop observe and listen. Maybe we can say you can use the OODA framework to kind of fight the uncertainty. Clarity over complexity.

Draw meaning and insights out of confusion, because see every confusion also brings in a lot of opportunity for you to try new things and succeed in you know altogether different and very very magnificent ways. And the last is have adaptability over ambiguity, which means collaborate and experiment be open to failures the situation might look chaotic right now right. But once you adapt to it you might come across something you know which could in a way make it more exciting for your business.

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References:

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- Sales and Distribution Management: Decisions, Strategies and Cases, Still, Cundiff, Govoni and Puri, Pearson.
- Sales and Distribution Management: Text and Cases, Havaladar and Cavale, Mc Graw Hill.
- Sales Management, Patrick Forsyth, Capstone Publishing.
- Sales and Distribution Management: An Integrative Approach, Venugopal P, Sage.
- Rethinking Sales Management A strategic guide for practitioners, Rogers, Wiley and Sons.

*References for online and other resources have been provided as footnotes in the respective slides.

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So, I thank you these are the references that we have used for these lectures or the sessions that we had. References for all the online and other resources have been provided as the footnotes. I thank you for attending all the sessions in week 1 and if hope they have been insightful for you.

But still there is one topic that I think we will be taking which is about understanding various types of salesmen. And then it will again put a lot of things in perspective with respect to what you will be learning in further weeks. So, I thank you for now, wishing you a great day.