



## Integrating the Concept of Situational Leadership and V.U.C.A. in Formulating Adaptive and Responsive Defense Policies

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### ABSTRACT

The effectiveness of defense policies is crucial in today's volatile, uncertain, complex, and ambiguous (V.U.C.A.) global security environment for maintaining national security. This study uses qualitative research and secondary data analysis. The study suggests that situational leadership principles can improve defense policies' effectiveness in V.U.C.A. environments, but challenges remain in integrating these theories. The research identifies barriers to change, including resistance, bureaucratic inertia, limited resources, and a lack of situational leadership training, necessitating understanding, capacity-building, interdisciplinary collaboration, and stakeholder engagement. Policymakers must prioritize agility, flexibility, and innovation in developing adaptive defense policies, incorporating situational leadership, effective communication, shared leadership, and continuous monitoring and evaluation.

## **INTRODUCTION**

In today's volatile and uncertain global environment, formulating adaptive and responsive defense policies is crucial for ensuring national security (Snow, 2015). To effectively address the challenges posed by dynamic threats, it is imperative to integrate the concepts of situational leadership and V.U.C.A. (Volatility, Uncertainty, Complexity, and Ambiguity) (Liu & Chen, 2021). This research presents an overview of how these concepts can be merged to develop defense policies that are adaptable and responsive to changing circumstances.

Situational leadership emphasizes the importance of adjusting leadership styles according to the needs and capabilities of individuals or groups. It recognizes that not all situations require the same approach, urging leaders to be flexible and adaptive (Walls, 2019). This concept can be effectively applied to defense policy formulation by recognizing the varying nature of threats and challenges and employing suitable strategies accordingly.

The V.U.C.A. framework was initially developed in the business world to navigate volatile and unpredictable environments. It offers a systematic approach in dealing with complex and ambiguous situations (Taskan et al., 2022). By considering the four elements - volatility, uncertainty, complexity, and ambiguity - decision-makers gain a holistic understanding of the challenges and opportunities in developing defense policies.

The integration of situational leadership and V.U.C.A. enables defense policymakers to adapt and respond to emerging threats effectively (Kok & Van Den Heuvel, 2019). This integration can be considered in the following ways:

**Assessing the Situation:** Leaders need to evaluate the current geopolitical landscape, considering the volatility, uncertainty, complexity, and ambiguity of the environment (Princes & Said, 2022). By identifying these factors, defense policies can be formulated with a realistic understanding of the potential challenges ahead.

**Flexibility in Approaches:** Situational leadership emphasizes the need to adapt leadership styles to specific situations. Similarly, defense policies must be developed with the flexibility to adapt to varying threats. By employing a diversified range of measures, such as diplomatic negotiations, military deployments, security alliances, or covert operations, nations can respond dynamically to evolving challenges (Chawla, 2023).

**Collaboration and Partnerships:** Combining situational leadership and the V.U.C.A. framework encourages collaboration and partnerships both domestically and internationally (Schulze et al., 2021). Recognizing the complexities of global challenges, countries can engage in alliances and multilateral cooperation to pool resources, intelligence, and expertise. This aids in formulating comprehensive defense policies that address threats collectively, leveraging the strengths of each partner.

**Continual Evaluation and Adjustment:** Given the dynamic and evolving nature of threats, defense policies should be subject to continual evaluation and adjustment (Marcus et al., 2020). Situational leadership promotes ongoing monitoring of progress and encourages leaders to adapt strategies as the

situation evolves (Rathore et al., 2021). This constant review and adaptation ensure that defense policies remain responsive to emerging challenges and opportunities.

The integration of situational leadership and the V.U.C.A. framework in formulating adaptive and responsive defense policies is essential in today's rapidly changing world (Mack & Khare, 2016). By incorporating these concepts into policy-making processes, nations can effectively address the volatile, uncertain, complex, and ambiguous challenges confronting them. Building flexible strategies, fostering collaboration, and embracing continual evaluation and adjustment are imperative for promoting national security and safeguarding global stability.

The ever-evolving global landscape calls for the formulation of adaptive and responsive defense policies. In this context, two important concepts come into play: situational leadership and V.U.C.A. (Anuradha & Sujatha, 2019). Situational leadership theory provides a framework for leaders to adjust their leadership style based on the needs of their followers, while V.U.C.A. represents the volatile, uncertain, complex, and ambiguous nature of the current world. These concepts are highly relevant in formulating defense policies that can effectively address the challenges posed by an unpredictable environment.

Situational leadership theory, developed by Paul Hersey and Kenneth Blanchard, suggests that there is no one-size-fits-all leadership style. Instead, leaders must adapt their approach based on the capabilities and confidence of their followers (Hersey et al., 1979). This theory advocates for a flexible leadership style that varies depending on the readiness level of the subordinates. The readiness level is determined by the followers' ability and willingness to accomplish the task at hand.

In the defense policy formulation context, situational leadership theory emphasizes the importance of tailoring strategies to the specific circumstances. Military forces encounter diverse challenges, ranging from peacekeeping missions to combat situations (Shearer, 2020). Hence, leaders must possess the ability to adapt their leadership style based on the nature of the mission and the capabilities of their forces. For instance, during times of crisis, such as in response to a natural disaster or a sudden security threat, a directive leadership style may be necessary to ensure a swift and coordinated response. In contrast, during peacetime, a more participative leadership approach may be adopted to foster creative thinking and long-term planning.

However, situational leadership alone is not sufficient in addressing the complexities of the current global environment. This is where the concept of V.U.C.A. comes into play. The acronym V.U.C.A. represents the inherent challenges of living in a volatile, uncertain, complex, and ambiguous world. In the realm of defense policies, the V.U.C.A. framework acknowledges that the current environment is constantly changing, and traditional approaches may not be sufficient to deal with emerging threats effectively (Mishra, 2020).

Volatility represents the rapid and unpredictable changes encountered in the global landscape. This could include shifts in power dynamics,

technological advancements, or the emergence of asymmetric warfare tactics. Uncertainty refers to the lack of predictability in future events and actions. Complexities arise due to the interconnectedness of various actors, organizations, and systems. Lastly, ambiguity signifies the presence of multiple interpretations and the lack of clarity in a particular situation.

Considering V.U.C.A. elements when formulating defense policies is crucial to ensure adaptability and responsiveness. Defense policies should be designed to anticipate and respond to volatile situations, consider multiple scenarios to address uncertainty, account for the complexities of the environment, and acknowledge instances of ambiguity throughout the decision-making process (Zordi et al., 2022).

By integrating situational leadership theory and V.U.C.A. concepts, defense policymakers can enhance their ability to confront these challenges effectively. Adaptive and responsive defense policies require leaders who can assess the readiness level of their forces and adjust their leadership style accordingly (Ryacudu et al., 2021). Additionally, they must grapple with the unpredictability and complexities of the global landscape, making informed decisions that address the volatile, uncertain, complex, and ambiguous nature of the world.

#### Problem statement, and research questions

In today's rapidly changing global landscape, defense policies must be adaptable and responsive to address the volatile, uncertain, complex, and ambiguous (V.U.C.A.) challenges. Situational leadership, a renowned leadership theory, emphasizes the importance of adjusting leadership styles based on the situational context. By integrating the concepts of situational leadership and V.U.C.A. into defense policy formulation, nations can develop flexible and effective strategies to mitigate threats and preserve national security. This research explores the problem statement and research questions associated with integrating these concepts into adaptive and responsive defense policies.

#### Problem Statement:

Developing effective defense policies in a V.U.C.A. environment represents a complex challenge for governments. Traditional defense strategies often fail in the face of rapidly changing circumstances, leaving nations vulnerable to emerging threats. Hence, it becomes crucial to understand the relevance of situational leadership and the incorporation of V.U.C.A. principles to create adaptive and responsive defense policies. However, the integration of these concepts necessitates an in-depth examination of their underlying dynamics and potential barriers that could impede the policymaking process.

#### Research Questions:

How does the application of situational leadership principles enhance the effectiveness of defense policies in the context of V.U.C.A. challenges?

What are the potential barriers and challenges in integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies?

How can an adaptive and responsive defense policy be developed by leveraging situational leadership and the V.U.C.A. concept?

Integrating situational leadership and the V.U.C.A. framework into defense policy formulation represents a promising avenue for governments to develop adaptive and responsive strategies that address complex and unpredictable threats. By examining the impact of situational leadership, identifying potential barriers, and exploring practical implementation strategies, policymakers can enhance their ability to safeguard national security. Ultimately, this research will contribute to the field of defense policy formulation while providing insights into the dynamics of leadership and the evolving nature of warfare in the 21st century.

## LITERATURE REVIEW

The application of situational leadership principles enhance the effectiveness of defense policies in the context of V.U.C.A. challenges.

### *Situational Leadership:*

Situational leadership is a leadership theory proposed by Paul Hersey and Ken Blanchard. It suggests that effective leadership depends on adapting leadership styles to suit the readiness and developmental level of the followers. According to this theory, leaders need to adjust their leadership approach based on the individual or collective competence and commitment levels of their subordinates. This approach emphasizes the importance of flexibility and situational adaptation for effective leadership (Hersey & Blanchard, 1997).

### *V.U.C.A. Challenges:*

V.U.C.A. stands for volatility, uncertainty, complexity, and ambiguity. The concept originated from the U.S. Army War College to describe the rapidly changing and unpredictable nature of the contemporary world. V.U.C.A. challenges are characterized by frequent disruptions, unforeseen events, multiple interconnected factors, and a lack of clear information. Defense policies need to address these challenges by actively adapting and being responsive to the changing environment (Millar et al., 2018).

### *Enhancing Effectiveness of Defense Policies:*

By applying situational leadership principles to the formulation and implementation of defense policies, leaders can enhance the effectiveness of these policies in addressing V.U.C.A. challenges. Through situational leadership, leaders can identify and assess the readiness and commitment levels of their subordinates and adapt their leadership style accordingly. This approach increases the likelihood of followers' acceptance and understanding of the defense policies, fostering better compliance and implementation. Additionally, situational leadership allows leaders to allocate resources, delegate tasks, and make informed decisions based on the specific context of V.U.C.A. challenges, thereby improving the overall effectiveness of defense policies (Siahaan & Risman, 2021).

The potential barriers and challenges in integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies.

*Barriers and Challenges in Integration:*

Integrating the V.U.C.A. concept and situational leadership theories into defense policies may face certain barriers and challenges. One potential barrier is the resistance to change, as existing policies or practices may be deeply ingrained within defense organizations. The V.U.C.A. concept and situational leadership require a shift in mindset and approaches, which might encounter resistance from traditional hierarchical structures (Laukkonen et al., 2019).

Another challenge is the complexity and ambiguity inherent in V.U.C.A. challenges. It can be difficult to accurately assess and predict future circumstances to inform policy formulation. Situational leadership, although adaptable, requires leaders to navigate the inherent complexities of V.U.C.A. challenges and make informed decisions. Additionally, integrating these theories into defense policies may require significant financial and time investments for training and development to equip leaders with the necessary skills and knowledge (Mohanta et al., 2020).

An adaptive and responsive defense policy developed by leveraging situational leadership and the V.U.C.A. concept.

*Development of Adaptive and Responsive Defense Policy:*

By leveraging situational leadership and the V.U.C.A. concept, an adaptive and responsive defense policy can be developed. Situational leadership principles enable leaders to assess the readiness and commitment levels of subordinates, enabling them to create flexible policies that can be tailored to specific situations and challenges posed by the V.U.C.A. environment. Leaders can use situational leadership to delegate decision-making authority and empower subordinates to respond to V.U.C.A. challenges timely and effectively (Rulinawaty & Samboteng, 2020).

Furthermore, the V.U.C.A. concept provides an overarching framework for designing adaptive and responsive defense policies. It emphasizes the need for continuous monitoring and assessment of the environment, enabling leaders to anticipate and respond rapidly to emerging threats and opportunities (Dhillon & Nguyen, 2021). By incorporating elements of agility, resilience, and adaptability, defense policies can proactively address V.U.C.A. challenges and ensure a responsive and effective defense system.

## **METHODOLOGY**

Academic research plays a crucial role in shaping various fields, including defense policies. When formulating adaptive and responsive defense policies, it is essential to consider the dynamic nature of the environment, particularly in the context of complex and uncertain situations. This research will delve into the qualitative research method using secondary data (Creswell, 2014), with a specific focus on integrating the concepts of Situational Leadership and V.U.C.A. (Volatility, Uncertainty, Complexity, and Ambiguity) in the process of formulating adaptive and responsive defense policies. By conducting qualitative research utilizing secondary data, researchers can gain valuable insights and make informed decisions while accounting for the fluctuating nature of their research subject.

By incorporating the concepts of Situational Leadership and the V.U.C.A. framework, policymakers can better understand the complex and uncertain nature of defense issues. Through the analysis of secondary data sources such as case studies, historical records, and reputable literature, researchers gain insights into leadership styles appropriate for specific situations and identify emerging trends and potential challenges. Ultimately, this integration allows for the development of defense policies that are agile, responsive, and capable of effectively addressing rapidly changing circumstances.

## RESEARCH RESULT

*The application of situational leadership principles enhances the effectiveness of defense policies in the context of V.U.C.A. challenges.*

Situational leadership principles improve defense policies' effectiveness in V.U.C.A. challenges by adapting leadership styles to followers' readiness and developmental levels. This enhances policy acceptance, resource allocation, task delegation, and decision-making, ensuring active adaptation and responsiveness in the volatile, uncertain, and complex world. For example, in a V.U.C.A. challenge such as a global pandemic, situational leadership principles can be applied by leaders in the defense sector. They can assess the readiness and developmental levels of their followers, whether they're military personnel or policymakers, and adapt their leadership style accordingly. This may involve providing clear guidance and directives during uncertain times, delegating specific tasks to experts in different domains, and making quick decisions based on real-time information to effectively respond to the complex and rapidly changing situation.

*The potential barriers and challenges in integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies.*

The integration of V.U.C.A. and situational leadership theories into defense policies presents challenges like resistance, complexity, and significant training investments. However, through effective communication, leadership, and organizational change management, these barriers can be overcome. For example, in a military operation, the use of V.U.C.A. and situational leadership theories can help commanders navigate through uncertain and volatile environments. By constantly analyzing the situation, they can delegate tasks to specialized teams that are experts in different domains such as intelligence, logistics, and combat. Additionally, by making quick decisions based on real-time information, commanders can effectively respond to changing circumstances on the battlefield. This approach allows for flexibility and adaptability in the face of complex and rapidly evolving situations.

*An adaptive and responsive defense policy be developed by leveraging situational leadership and the V.U.C.A. concept.*

The V.U.C.A. concept and situational leadership are essential for developing adaptive defense policies. Leaders can tailor policies to specific situations and respond to emerging threats and opportunities. This approach, combining agility, resilience, and adaptability, ensures a responsive defense

system. For example, in a military scenario, a commander utilizing the V.U.C.A. concept and situational leadership would be able to quickly assess and respond to unexpected enemy movements or changes in terrain. They would have the ability to shift their forces, adjust strategies, and deploy resources effectively in order to maintain an advantage on the battlefield. This adaptability would enable them to stay one step ahead of their adversaries and increase the likelihood of mission success.

## DISCUSSION

*The application of situational leadership principles enhances the effectiveness of defense policies in the context of V.U.C.A. challenges.*

The application of situational leadership principles in the context of V.U.C.A. challenges can significantly enhance the effectiveness of defense policies. Situational leadership, as proposed by Paul Hersey and Ken Blanchard, emphasizes the importance of adapting leadership styles to suit the readiness and developmental level of followers. This approach is particularly relevant in the face of V.U.C.A. challenges, which are characterized by volatility, uncertainty, complexity, and ambiguity (Hersey & Blanchard, 1997; Millar et al., 2018).

Defense policies play a crucial role in addressing the rapidly changing and unpredictable nature of the contemporary world. V.U.C.A. challenges necessitate policy formulation and implementation that actively adapt and respond to the changing environment. By applying situational leadership principles, leaders are able to enhance the effectiveness of these policies.

One key aspect of situational leadership is the identification and assessment of readiness and commitment levels among subordinates. In the face of V.U.C.A. challenges, individuals and teams may have varying levels of competence and commitment. Leaders who align their leadership style with the specific readiness and developmental level of their followers are more likely to gain acceptance and understanding of the defense policies. This fosters a sense of ownership and commitment among subordinates, leading to better compliance and implementation of the policies.

Furthermore, situational leadership allows leaders to allocate resources, delegate tasks, and make informed decisions based on the specific context of V.U.C.A. challenges. The rapidly changing and unpredictable nature of the environment requires leaders to be flexible and adaptable. By continuously assessing the situation, leaders can adjust their leadership approach, accordingly, ensuring that defense policies are not only responsive but also effective.

Moreover, situational leadership enables leaders to leverage the strengths and capabilities of their subordinates. In the face of V.U.C.A. challenges, there is an increased need for collaboration and teamwork. A situational leader can identify and leverage the unique skills and expertise of individuals or teams to address the complex and interconnected factors at play. This promotes effective problem-solving and decision-making, ensuring that defense policies are developed and implemented with a comprehensive understanding of the challenges.

The application of situational leadership principles in the context of V.U.C.A. challenges can significantly enhance the effectiveness of defense policies. The following are some key aspects of situational leadership that can enhance the effectiveness of defense policies (Brodie, 2019; Kail, 2010; Tripathi, 2015): Identification and assessment of readiness and commitment levels among subordinates to align leadership style with their specific needs and capabilities; Flexible allocation of resources, delegation of tasks, and informed decision-making based on the specific context of V.U.C.A. challenges; and leveraging the strengths and capabilities of subordinates to promote effective problem-solving and decision-making.

By applying situational leadership principles, leaders can increase acceptance and understanding of defense policies, foster a sense of ownership and commitment among subordinates, and ensure that decisions are made by those who possess the necessary expertise. Moreover, situational leadership enables leaders to adjust their leadership approach according to the specific context of V.U.C.A. challenges, ensuring that defense policies are not only responsive but also effective.

*The potential barriers and challenges in integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies.*

Integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies presents several barriers and challenges that need to be carefully analyzed. To gain a theoretical understanding of these concepts, we must delve into the potential obstacles that lie ahead.

One significant barrier to integrating the V.U.C.A. concept and situational leadership theories is the resistance to change. Defense organizations, like any other large bureaucratic entity, often struggle with adapting to new ideas and practices. Existing policies and practices may be deeply ingrained within these organizations, creating a reluctance to embrace novel approaches. Shifting the mindset and approaches required by the V.U.C.A. concept and situational leadership might encounter resistance from traditional hierarchical structures (Laukkonen et al., 2019).

Overcoming this barrier necessitates effective communication, leadership, and organizational change management strategies. Another challenge pertains to the complexity and ambiguity intrinsic to V.U.C.A. challenges. V.U.C.A. stands for volatility, uncertainty, complexity, and ambiguity, which characterize the ever-changing nature of the contemporary global security environment. It can be extremely challenging to accurately assess and predict future circumstances to inform policy formulation (Mohanta et al., 2020). Situational leadership, while adaptable, requires leaders to navigate the inherent complexities of V.U.C.A. challenges and make informed decisions accordingly. This demands a high level of cognitive flexibility, understanding, and continuous learning to effectively respond to unpredictable situations.

Furthermore, integrating the V.U.C.A. concept and situational leadership theories into defense policies may necessitate significant financial and time

investments for training and development. Leaders need to be equipped with the necessary skills and knowledge to effectively employ these concepts. Training programs, workshops, and educational initiatives will be essential to ensure that leaders are capable of navigating V.U.C.A. challenges and applying situational leadership principles. This investment will ensure that defense organizations are adequately prepared for rapidly changing environments, but it may impose constraints on already limited resources.

To overcome these barriers and challenges, defense organizations need to foster a culture of openness, innovation, and learning. Leaders should actively promote the adoption of new concepts and theories, emphasizing the potential transformative outcomes they can bring. Encouraging collaboration and cross-functional communication within defense organizations can help overcome resistance to change. Additionally, investing in comprehensive training and development programs is essential to equip leaders at all levels with the skills and knowledge required to effectively deal with V.U.C.A. challenges and apply situational leadership approaches.

Integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies presents several barriers and challenges that need to be carefully analyzed. The following are some of the potential obstacles that lie ahead (Brodie, 2019; Pott, 2023; Zamani & Ait Soudane, 2022):

Barriers: resistance to change within defense organizations, which may be deeply ingrained in existing policies and practices; complexity and ambiguity intrinsic to V.U.C.A. challenges, which can be extremely challenging to accurately assess and predict future circumstances to inform policy formulation.; significant financial and time investments for training and development to equip leaders with the necessary skills and knowledge to effectively employ these concepts.

To overcome these barriers and challenges, the following strategies can be employed: effective communication, leadership, and organizational change management strategies to overcome resistance to change; fostering a culture of openness, innovation, and learning within defense organizations to encourage the adoption of new concepts and theories; encouraging collaboration and cross-functional communication within defense organizations to help overcome resistance to change; and investing in comprehensive training and development programs to equip leaders at all levels with the skills and knowledge required to effectively deal with V.U.C.A. challenges and apply situational leadership approaches.

By employing these strategies, defense organizations can successfully integrate the V.U.C.A. concept and situational leadership theories into their policies and effectively respond to the ever-evolving security landscape.

*An adaptive and responsive defense policy be developed by leveraging situational leadership and the V.U.C.A. concept.*

In today's rapidly changing and unpredictable world, the development of an adaptive and responsive defense policy is crucial for the safety and security of any nation. Traditional defense policies, which are often rigid and focused on past threats, may not be sufficient to address the challenges posed by the

volatile, uncertain, complex, and ambiguous (V.U.C.A.) environment. To overcome this, leveraging situational leadership principles and the V.U.C.A. concept can provide a theoretical framework for the development of a defense policy that is flexible, dynamic, and effective (Rulinawaty & Samboteng, 2020).

Situational leadership principles offer leaders a valuable tool to assess the readiness and commitment levels of their subordinates, allowing them to tailor policies and strategies according to their specific needs and capabilities. By understanding the capabilities and motivations of subordinates, leaders can delegate decision-making authority and empower them to respond to V.U.C.A. challenges in a timely and effective manner (Dhillon & Nguyen, 2021). This not only increases the speed and agility of the defense system in responding to threats but also ensures that decisions are made by those who are closest to the situation and possess the necessary expertise.

Moreover, the V.U.C.A. concept provides an overarching framework for designing adaptive and responsive defense policies. It emphasizes the need for continuous monitoring and assessment of the environment, enabling leaders to anticipate and respond rapidly to emerging threats and opportunities. In a V.U.C.A. environment, threats can arise suddenly and from unexpected sources. Therefore, it is essential for defense policies to be proactive, rather than reactive, in nature. By incorporating agility, resilience, and adaptability, defense policies can effectively address V.U.C.A. challenges and ensure a responsive defense system.

An adaptive and responsive defense policy, developed by leveraging situational leadership and the V.U.C.A. concept, can provide several benefits for a nation's security. Firstly, it allows for a flexible allocation of resources and capabilities. In a V.U.C.A. environment, traditional defense policies that rely on fixed resource allocations may prove to be inadequate. By incorporating situational leadership principles and the V.U.C.A. concept, defense policies can be adjusted, and resources can be allocated according to the specific needs and threats at hand.

Secondly, an adaptive and responsive defense policy enables faster decision-making. In a rapidly changing environment, decision-making processes that are slow or bureaucratic can hinder the effectiveness of a defense system. By delegating decision-making authority and empowering subordinates, defense policies can be more responsive, and decisions can be made at the right time and place.

Lastly, an adaptive and responsive defense policy promotes innovation and creativity. Traditional defense policies often discourage innovative approaches and limit creative problem-solving. However, in a V.U.C.A. environment, new and unconventional threats require innovative solutions. By leveraging situational leadership principles and the V.U.C.A. concept, defense policies can foster a culture of innovation, enabling new strategies and technologies to be developed and implemented.

In today's rapidly changing and unpredictable world, the development of an adaptive and responsive defense policy is crucial for the safety and security of any nation. The following are some benefits of leveraging situational

leadership principles and the V.U.C.A. concept for the development of such a policy (Cheng, 2020; IMD, 2022; Thunderbird, 2016):

Benefits: flexible allocation of resources and capabilities according to specific needs and threats at hand; faster decision-making by delegating decision-making authority and empowering subordinates; and promotion of innovation and creativity by fostering a culture of innovation and enabling new strategies and technologies to be developed and implemented.

By incorporating elements of agility, resilience, and adaptability, defense policies can proactively address V.U.C.A. challenges and ensure a responsive and effective defense system. An adaptive and responsive defense policy, developed by leveraging situational leadership and the V.U.C.A. concept, can provide several benefits for a nation's security.

## CONCLUSIONS AND RECOMMENDATIONS

*The application of situational leadership principles enhance the effectiveness of defense policies in the context of V.U.C.A. challenges*

Conclusion:

The application of situational leadership principles enhances the effectiveness of defense policies in the context of V.U.C.A. challenges. By adapting leadership styles to suit the readiness and developmental level of followers, leaders can increase acceptance and understanding of the policies. Situational leadership also allows for more effective resource allocation, task delegation, and decision-making based on the specific context of V.U.C.A. challenges. To effectively address the volatile, uncertain, complex, and ambiguous nature of the contemporary world, defense policies must actively adapt and be responsive, which can be achieved through the application of situational leadership principles.

Recommendation:

By adapting leadership styles to the readiness and developmental level of followers, leaders can increase the acceptance and understanding of defense policies. This will foster a sense of ownership and commitment among team members, leading to improved execution and implementation of policies.

Furthermore, situational leadership allows for more effective resource allocation, task delegation, and decision-making based on the specific context of V.U.C.A. challenges. Leaders who understand the importance of flexibility and adaptability in such dynamic situations can effectively allocate resources to meet changing needs and delegate tasks to individuals who have the necessary skills and competencies.

In addition, situational leadership enables leaders to make informed decisions based on the specific circumstances they face. The V.U.C.A. nature of the contemporary world requires active adaptation and responsiveness, and situational leadership empowers leaders to make decisions that are suitable for the unique challenges they encounter.

*The potential barriers and challenges in integrating the V.U.C.A. concept and situational leadership theories into the formulation of adaptive and responsive defense policies.*

Conclusion:

Integrating the V.U.C.A. concept and situational leadership theories into defense policies presents barriers and challenges that need to be acknowledged and addressed. Resistance to change, complexity and ambiguity in V.U.C.A. challenges, and the need for substantial financial and time investments in training and development are among these obstacles. However, through effective communication, leadership, and organizational change management, these barriers can be overcome. By fostering a culture of openness and innovation and investing in comprehensive training programs, defense organizations can successfully integrate these theories into their policies and effectively respond to the ever-evolving security landscape.

Recommendation:

Firstly, it is crucial to acknowledge and address resistance to change within defense organizations. Change can be met with skepticism and opposition, especially when it involves altering long-established policies and practices. To overcome this resistance, leaders must communicate the importance of integrating these theories to enhance the organization's ability to respond to unpredictable and volatile security challenges effectively. By clearly explaining the benefits and addressing concerns, leaders can diminish resistance and gain support from key stakeholders.

Secondly, the complexity and ambiguity inherent in the V.U.C.A. challenges call for a comprehensive organizational change management strategy. This strategy should include effective communication, collaboration, and employee engagement initiatives. By involving employees in the decision-making process and encouraging their input, defense organizations can foster a culture of openness and innovation. This will help employees develop the necessary skills to navigate complex and ambiguous situations confidently.

Additionally, it is important to recognize that successfully integrating the V.U.C.A. concept and Situational Leadership theory into defense policies requires substantial financial and time investments in training and development programs. To overcome this challenge, defense organizations must prioritize and allocate the necessary resources to train their personnel adequately. Comprehensive training programs should be designed to provide individuals with the knowledge, skills, and tools to navigate the unpredictable and rapidly changing security landscape.

*An adaptive and responsive defense policy be developed by leveraging situational leadership and the V.U.C.A. concept.*

Conclusion:

The development of an adaptive and responsive defense policy, by leveraging situational leadership and the V.U.C.A. concept, is crucial for addressing the challenges posed by the rapidly changing and unpredictable global environment. By understanding the readiness and commitment levels of subordinates, leaders can create flexible policies that can be tailored to specific situations and challenges. Moreover, the continuous monitoring and assessment of the V.U.C.A. environment enable leaders to anticipate and respond rapidly to emerging threats and opportunities. By incorporating

elements of agility, resilience, and adaptability, defense policies can proactively address V.U.C.A. challenges and ensure a responsive and effective defense system.

Recommendation:

The rapidly changing and unpredictable global environment requires defense policies that can quickly adapt to new challenges and opportunities. By understanding the readiness and commitment levels of subordinates, leaders can create flexible policies that can be tailored to specific situations and challenges. This situational approach allows for a more effective response, minimizing risks and maximizing opportunities.

Moreover, the continuous monitoring and assessment of the V.U.C.A. environment enable leaders to anticipate and respond rapidly to emerging threats and opportunities. By incorporating elements of agility, resilience, and adaptability, defense policies can proactively address V.U.C.A. challenges. This approach enables leaders to stay ahead of potential threats, rather than reacting defensively after they have already emerged.

By embracing the principles of situational leadership and the V.U.C.A. concept, defense policies can ensure a responsive and effective defense system. The ability to adapt and respond swiftly to changing circumstances is essential in maintaining the security and safety of a nation. It allows defense systems to be proactive rather than reactive, positioning them to stay steps ahead of potential threats.

## **ADVANCED RESEARCH**

Limitations:

Complexity: The integration of situational leadership and V.U.C.A. in defense policy formulation may enhance decision-making complexity, necessitating a comprehensive understanding and effective application of these concepts.

Subjectivity: Situational leadership and V.U.C.A. in defense policies can be subjective, influenced by individual perceptions and interpretations, potentially resulting in inconsistencies in policy formulation and implementation.

Time and Resource Constraints: Investment in training and development programs is crucial for integrating defense concepts, but organizations may struggle with limited resources to consistently assess situational contexts and adapt policies.

Advancing research in this area could focus on addressing these limitations to facilitate more effective integration of situational leadership and V.U.C.A. in defense policy formulation.

Complexity: Researchers can simplify situational leadership and V.U.C.A. integration by developing standardized approaches and identifying key factors for optimizing decision-making in defense policy contexts..

Subjectivity: To reduce subjectivity in situational leadership and V.U.C.A., clear criteria, empirical studies, and training programs can be developed to identify trends in subjective decision-making and improve policy consistency.

Time and resource constraints: Researchers can streamline situational leadership and v.u.c.a. integration in defense policies by studying best practices, adapting cost-effective training methods, and exploring technological solutions like decision support systems and analytics tools to efficiently assess situational contexts and inform policy adaptation.

Research on integrating situational leadership and V.U.C.A. in defense policies can improve effectiveness by simplifying decision-making, reducing subjectivity, and addressing time and resource constraints.

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