INTERNATIONAL JOURNAL
OF CURRENT RESEARCH

RESEARCH ARTICLE

LEADERSHIP IN VUCA WORLD: A CASE OF LENOVO

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ARTICLE INFO	ABSTRACT

The notion of VUCA was introduced by the U.S. Army War College to describe the more volatile, uncertain, complex, and ambiguous, multilateral world which resulted from the end of the Cold War (Kinsinger and Walch, 2012). We are moving from a world of problems, which demands speed, analysis and uncertainty to solve, to a world of dilemmas, which demands patience, sense making and an engagement with uncertainty. 'VUCA' is Volatile, Uncertain, Complex and Ambiguous are the characteristics of modern strategic dilemmas which requires a different orientation and a set of skills. Dilemmas span disciplines and frustrate attempts to craft elegant and final solutions. According to VUCA if we wait too long for a moment the moment may pass without our knowledge. It is the recognition that there can be many ways beyond hand-to-hand combat in the marketplace which robs a competitor of its advantage. Management's version of the use of Special Forces is an effort to switch from a hierarchical into a modular form of organization. Thus, shifting of agency from executive committees to self-managed, multi-disciplinary teams. This is equivalent of the military's use of allies and proxies is a tendency to form partnerships that verges on the indiscriminate .In this turbulent business environment HR managers must apply VUCA model as a framework to develop agile leaders. Our objective of studying Lenovo is to find the turbulent condition and find the leadership qualities needed to apply VUCA model. Our methodology of study was both by primary and secondary methods. Here we suggest strategic, complex critical-thinking skills which are required of business leaders who can counter volatility, uncertainty, complexity, and ambiguity with vision, understanding, clarity, and agility.

INTRODUCTION

The notion of VUCA was introduced by the U.S. Army War College to describe the more volatile, uncertain, complex, and ambiguous, multilateral world which resulted from the end of the Cold War (Kinsinger and Walch, 2012). We are moving from a world of problems, which demands speed, analysis and uncertainty to solve, to a world of dilemmas, which demands patience, sense making and an engagement with uncertainty. 'VUCA' is Volatile, Uncertain, Complex and Ambiguous are the characteristics of modern strategic dilemmas which requires a different orientation and a set of skills. Dilemmas span disciplines and frustrate attempts to craft elegant and final solutions. According to VUCA if we wait too long for a moment the moment may pass without our knowledge. It is the recognition that there can be many ways beyond hand-to-hand combat in the marketplace which robs a competitor of its advantage. The acronym was created during the 9/11 'twin tower terrorist attack' in the 1990s.VUCA was subsequently adopted by strategic business leaders to describe the chaotic, turbulent, and rapidly changing business environment that has

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become the "new normal. There have been many such chaotic atmospheres like in the financial crisis of 2008-2009 where many business models became obsolete. VUCA is compared to organizations throughout the world which were plunged into turbulent environments similar to those faced by the military. Technological and global disasters in the world are observed with growing and disrupt in business and economies of the world.

Statement of the problem

Lenovo the second largest PC makers of the world, globally has took up VUCA model for its formation and evolution as a company. Seven years back Lenovo Group acquired IBM's personal computer (PC) business. The merger of two very large companies of East and West witnessed numerous complex conditions during its years. There was a great diversity in the structure of the two companies, IBM with its 100-year old heritage had over 250,000 employees and Lenovo was just a new five-year old company having only one-tenth of the IBM staff strength.IBM was operated from its headquarter at New York but Lenovo's Executive Committee members were based world-wide. Language and culture were other factors to be overcome; the Lenovo executives were not fluent in English

and also had very less multinational experience than IBM. Due to natural disasters, political turmoil, the global financial crisis and hyper-competition were the VUCA times witnessed by Lenovo to grow into a US$30 billion company with over 27,000 employees. The company realized that there was a need for a specialized leadership development program for this position because the challenge involved in this position, as the role of HR has changed significantly. The linear approach to problem-solving and decision making had worked very well during the second half of the 20th century which is now inadequate and redundant. The reason for this change as discussed earlier was natural disasters, political turmoil, the global financial crisis and hyper-competition. So, organizational complexity analysis is the problem solver which correctly identifies the problem being addressed. Our study is the problems leading to the VUCA World and the skills needed by the leaders to lead by working as a team and be ready to act in today's business just like in the military setting.

Review of Literature

Traditional leadership

Twenty five years ago Stogdill's Handbook of Leadership exposed a problem for understanding leadership that has, if anything, grown worse over the years: there are almost as many definitions of leadership as there are people attempting to define it. Yuki defines leadership as 'most of the theories are beset with conceptual weaknesses and lack strong empirical support. Several thousand empirical studies have been conducted but most of the results are contradictory and inconclusive.' The *Myers-Briggs Type Indicator* remains a significant leader in this field, there are the various competency models have also become standard, for instance in the Management Charter Initiative. And unless individual leaders are indeed endowed with superhuman qualities they will have to recognize that leadership is essentially a collective process not an individual position quoted Bryman (1992).

Contingency and Situational Leadership

-Contingency and Situational approaches are grounded in the philosophy that leaders should act as the situation demands. The 'people or production' Leadership Grid work of Blake and Mouton (1949) which suggested that it was possible to have high concern for both people and production. Hempill Hersey and Blanchard's Situational Leadership Theory, Blake, and Mouton (1964) added a third dimension to the calculation – the maturity of the followers. This was itself divided into the job and psychological aspects and the most appropriate style for the leader to adopt could be triangulated against the measures for the task and relationship. Thus, for example, a low skilled and uncommitted workforce would need to be 'told' precisely what to do, whereas the task could be safely 'delegated' to experienced and committed groups of followers. Unfortunately, the intuitive pragmatism of this approach remains unsupported by the empirical reviews, Hersey and Blanchard (1982). The final contingency model of note is the Path-Goal model, Evans, (1970) revamped by and Dressler (1974) In expectancy theory, this suggests People operate on the basis of a rational calculation of effort to performance to outcome, and that leaders should trace and support this same approach with their followers results. The two critical elements of a leader's decision, its quality and the degree of subordinate acceptance, are more defined by the situation and the followers than by the characteristics of the leader- Vroom and Yetton (1973). Transformational Leadership by Bass (1985) on the other hand, asserts that leaders can transform followers by persuading them to subordinate their individual wants to the needs of the collective. According to Bass (1990) this does not mean that the context and culture are unimportant, on the contrary, the evidence suggests that they are crucial. However, the problem remains in establishing precisely what the context and culture are. Elgie (1995) suggests that although the traits and style of leaders makes some difference, nevertheless these differences are limited by, and exercised through, the institutional structure within which they operate. Jackson and Delehanty (1995), retelling of the Chinese fable of the Emperor Liu Bang is instructive: it likens leadership to a wheel. The strength of the wheel does not lie in the spokes – the material that 'leads' the wheel (China) – but in the spaces between the spokes – the 'invisible' masses – for if the balance between spoke and space is wrong, the wheel will not work properly. Grint (1997), Risk-taking, however, remains anathema to many organizations and to many individuals, for despite claims to the contrary, there are few organizations that try to learn from, rather than eliminate, mistakes, and taking risks inevitably generates mistakes.

*Over the last fifty years the developments in complexity theory provide a robust defense of the self-organizing approach to leadership. Chaos or Complexity Theory implies six critical points, Battram (1998) Hampden-Turner's metaphor, it is sailing the line between the rock of excessive control and the whirlpool of disorder. Frederick (1998) says Finally, it should be noted that the systemic element of complex systems implies that attending to one element of the system – in this case the leadership – is an inadequate base from which to construct a radical alternative future. Collierand Esteban (1999), Joined-upness is not merely a political goal, it is an inescapable element of organizational life.

Effect of Culture in Leadership in Organization

The trend toward the global economic village is clear, and the 21st century may very well become known as the century of the "global world" (McFarland, Senen and Childress, 1993). Triandis (1993) suggests, leadership researchers will be able to "fine-tune" theories by investigating cultural variations as parameters of those theories. In addition, a focus on cross-cultural issues can help researchers uncover new relationships by forcing investigators to include a much broader range of variables often not considered in contemporary theories, such as the importance of religion, language, ethnic background, history, or political systems (Dorfman, 1996). While the research literature on cross-cultural leadership has blossomed in the last fifteen years (House, Wright and Aditya, 1997), it is often a theoretical, fraught with methodological problems, and fragmented across a wide variety of publication outlets (Dorfman, 1996).

VUCA Origin and concept

The notion of VUCA was introduced by the U.S. Army War College to describe the more volatile, uncertain, complex, and ambiguous, multilateral world which resulted from the end of the Cold War (Kinsinger and Walch, 2012)."Whenever civilization has gone through one of these disruptive, dislocating technical revolutions—like Gutenberg's introduction of the printing press—the whole world has changed in profound ways," quotes Thomas Friedman (The world is flat)The study also concluded that financial turbulence has increased in intensity and persists longer than in the past. (Sullivan, 2012 October 22). When asked by Forbes contributor Avi Dan why they changed their business model, Keith Weed, chief marketing and communication officer for Unilever, responded:"We look at the world through a lens, which we call VUCA, which stands for 'Volatile, Unstable, Complex, and Ambiguous.' So you can say, 'It's a very tough world,' or you can say, 'It's a world that's changing fast, and we can help consumers navigate through it.'

VUCA and Leadership

Horney, Pasmore, and O'Shea, authors of "Leadership Agility : A Business Imperative for a VUCA World" note, to succeed, "leaders must make continuous shifts in people, process, technology, and structure. This requires flexibility and quickness in decision making." (Horney, Pasmore, O'Shea, (2010).Owen Jacobs, in his book "Strategic Leadership: The Competitive Edge", describes the external environment as filled with Volatility, Uncertainty, Complexity and Ambiguity, hence the acronym "VUCA. A recent BCG study concluded that organizations today must shift their business models—and their leadership skills—to become "adaptive firms." Adaptive firms can adjust and learn better, faster, and more economically than their peers, giving them an "adaptive advantage." Adaptive firms, the study notes, include Apple, Google, 3M, Target, and Amazon. As reported by the Center for Creative Leadership (Petrie, 2011) also notes that today's VUCA business environment requires leaders to possess more complex and adaptive thinking abilities. It also notes that the methods used to develop these new skill requirements (like on-the-job training, coaching, and mentoring) have not changed much, and as a result, leaders are not developing fast enough or in the right ways to keep up with the "new normal" for business VUCA Defined V The "V" in the VUCA acronym stands for volatility. It means the nature, speed, volume, and magnitude of change that is not in a predictable pattern (Sullivan,2012 January 16). The BCG study found that half of the most turbulent financial quarters during the past 30 years have occurred since 2002. The study also concluded that financial turbulence has increased in intensity and persists longer than in the past. (Sullivan, 2012 October 22). Other drivers of turbulence in business today include digitization, connectivity, trade liberalization, global competition, and business model innovation (Reeves and Love, 2012)U The "U" in the VUCA acronym stands for uncertainty, or the lack of predictability in issues and events (Kinsinger and Walch, 2012). These volatile times make it difficult for leaders to use past issues and events as predictors of future outcomes, making forecasting extremely VUCA stands for complexity.

As HR thought leader John Sullivan notes (2012 January 16), difficult and decision-making challenging (Sullivan, 2012 January 16).C The "C" in there are often numerous and difficult-to-understand causes and mitigating factors (both inside and outside the organization) involved in a problem. This layer of complexity, added to the turbulence of change and the absence of past predictors, adds to the difficulty of decision making. It also leads to confusion, which can cause ambiguity, the last letter in the acronym. A Ambiguity is the lack of clarity about the meaning of an event (Caron, 2009), or, as Sullivan writes, the "causes and the 'who, what, where, how, and why' behind the things that are happening (that) are unclear and hard to ascertain." (2012 January 16).Col. Eric Kail defines ambiguity in the VUCA model as the "inability to accurately conceptualize threats and opportunities before they become lethal."(Kail, 2010 December 3).

"We look at the world through a lens, which we call VUCA, which stands for 'Volatile, Unstable, Complex, and Ambiguous.' So you can say, 'It's a very tough world,' or you can say, 'It's a world that's changing fast, and we can help consumers navigate through it.' Two-and-a-half billion more people will be added to the planet between now and 2050, of which 2 billion will be added in developing countries. The digital revolution, the shift in consumer spending, all this suggests that companies have to reinvent the way they do business." (Dan, 2012). More important, far more questions than answers exist regarding the culturally contingent aspects of leadership in VUCA environment. Our article is intended to contribute theoretical developments and empirical findings to fill this knowledge deficiency.

Objectives of Study

1. Study the Culture and influence of leadership in organization.
2. To find the disruptive factors that firms deal with lead to the shift in talent management.
3. To find the approaches to develop leadership talent that is able to thrive during VUCA times and how Leaders think as coach to stay balanced, centered and engaged during VUCA conditions.

Lenovo-Company Profile

Lenovo Group Limited is a leading Chinese multinational technology company with its headquarters at Beijing, China, and Morrisville, North Carolina, United States. Lenovo operates in more than 60 countries and sells its products in 160 countries ,it was founded in Beijing in 1984. It sells personal computers, tablet computers, smartphones, workstations, servers, electronic storage devices, IT management software and smart televisions. In 2012 Lenovo was the world's second-largest personal computer vendor by unit sales.

Founding and early history

Lenovo was founded with a group of ten engineers in Beijing , it was officially founded on 1 November 1984. Their first effort to import televisions, failed. They rebuilt itself in a year

by conducting quality checks on computers thus Lenovo started making circuit board that would allow IBM-compatible personal computers to process Chinese characters. This venture was a success. Lenovo tried and failed to market a digital watch as their marketing abilities was not effective .Thus Lenovo's early difficulties were due to the fact that its staff had little business experience. They mainly comprised of scientists and did not know the market. In 1990, Lenovo started manufacturing   and market computers by its own brand name.

IPO and secondary offerings

- In 1994, Lenovo was publicly traded; the Hong Kong listing that raised nearly US$30 million. The company had good management, strong brand recognition, and growth potential. These proceeds were used to finance sales offices in Europe, North America, and Australia, thus expanding and improving production, research and development thus increasing working capital.
- To get capital to fund its continued growth, Lenovo issued another secondary offering of 50 million shares on the Hong Kong market in March 2000 thus raising about US$212 million.
- Lenovo acquired IBM's personal computer business in 2005 which accelerated access to foreign markets by improving its branding and technology. Lenovo paid US$1.25 billion for IBM's computer business and assumed an additional US$500 million of IBM's debt. This acquisition made Lenovo the third-largest computer maker worldwide. The acquisition let to getting ThinkPad brand, IBM's more advanced PC manufacturing technology and the company's international resources. These three elements shored up our sales revenue in the past several years.
- IBM acquired an 18.9% shareholding in Lenovo in 2005 as part of Lenovo's purchase of IBM's personal computing division, thus IBM reduced its holdings of Lenovo stock. In July 2008, IBM's interest in Lenovo fell below the 5% threshold that mandates public disclosure. The "Lenovo Pride day" on 7 December 2007, featured an event when after words of encouragement from management, employees ceremoniously peeled the IBM logos off their Think Pads and replaced them with Lenovo stickers.

Mobile device

Lenovo sold its smartphone and tablet division in 2008 for US$100 million in order to focus on personal computers and then paid US$200 million to buy it back in November 2009. As of 2009, the mobile division ranked third in terms of unit share in China's mobile handset market. Lenovo invested CN¥100 million in a fund dedicated to providing seed funding for mobile application development for its LeGarden online app store. Lenovo entered the Smartphone market in 2012 and quickly became the largest vendor of smart phones in Mainland China. Lenovo passed Apple to become the No. 2 provider of smartphones to the Chinese market in 2012. However, due to there being about 100 smartphone brands sold in China, this second only equated to a 10.4% market share. In May 2012, Lenovo announced an investment of US$793 million in the construction of a mobile phone manufacturing and R&D facility in Wuhan, China.

Joint venture with NEC

In January 27, 2011, Lenovo formed a joint venture with Japanese electronics firm to produce personal computers. Due to this joint venture   Lenovo's sale had a boost in worldwide sales by expanding in Japan. NEC has spun off its personal computer business into the joint venture. In 2010, NEC controlled about 20% of Japan's market for personal computers while Lenovo had a 5% share. Lenovo and NEC have also agreed to explore in areas such as servers and tablet computers.

- In June 2011, Lenovo announced that it planned to acquire control of Medion, a German electronics manufacturing company thus doubling its share of the German computer market, making it the third-largest vendor by sales after Acer and Hewlett-Packard
- In September 2012, Lenovo agreed to acquire the Brazil-based electronics company Digibras, selling its products under the brand-name CCE, for a base price of 300 million reals (US$148 million) in a combination of stock and cash and an additional 400 million reals dependent upon performance benchmarks.
- In September 2012, Lenovo agreed to acquire the United States-based software company Stoneware, in its first software acquisition founded in 2000. In September 2012, Stoneware is based in Carmel, Indiana and has 67 employees.
- Lenovo and EMC formed Lenovo EMC as a joint venture to offer network attached storage (NAS) solutions.

Corporate culture

Lenovo's senior executives, including many non-Chinese, had to rotate between two head offices, one in Beijing and the other in Morrisville, North Carolina, and Lenovo's research and development center in Japan. English is Lenovo's official language. Lenovo's CEO, Yang Yuanqing, initially did not understand English well, but relocated his family to Morrisville in order to improve his language skills and soak up American culture. Yang was praised for his efforts to make Lenovo a friendly place for foreigners to work. Thus a "performance culture" was placed of the traditional Chinese work style of "waiting to see what the emperor wants." When Yang's division moved to a new building in 1997, he used the move to break Lenovo's cultural links to the past by insisting on a more formal dress code and training all employees in telephone etiquette, Yang wanted his people to think and act like high-tech workers in developed markets.

Products and service

- Smartphones and tablets
- Smart televisions
- Personal and business computing
- ThinkPad
- ThinkCentre
- ThinkServer
- ThinkStation
- ThinkVision
- IdeaPad
- IdeaCentre

Research Methodology

Data was collected using primary and secondary methods. A structured questionnaire of 250 questionnaires were distributed and 240 valid questionnaires were returned. To test the reliability of the data analysis was done on the relationships between organizational cultures and leadership behavior.

Hypothesis of Study

1. Organizational culture is positively correlated with leadership behavior.
2. The disruptive factors that firms deal with lead to the shift in talent management like planning management and forecasting
3. The approaches to develop leadership talent that is able to thrive during VUCA times and how Leaders think as coach to stay balanced , centered and engaged during VUCA conditions.

Analysis of variable

Hypothesis 1-Organizational culture is positively correlated with leadership behavior

The Leadership Culture survey measures 31 dimensions of an organization's leadership culture. I have tried to group these 31 dimensions are grouped into eight Summary Dimensions which are displayed in Figure 1 and Figure 2.

Table 1(a) Current and Optimal Leadership Culture

Strongest Influences in the Current Leadership Culture		Strongest Influences in the Envisioned Leadership Culture	
Conservative	30%	Sustainable Productivity	90%
Passive	10%	Strategic Focus	90%
Belonging	32%	Decisiveness	87%
Autocratic	52%	Teamwork	86%
Arrogance	52%	Purposeful Visionary	91%
Critical	52%	Courageous Authenticity	84%

Table 1(b) Current and Optimal Leadership Culture

Weakest Influences in the Current Leadership Culture		Weakest Influences in the Envisioned Leadership Culture	
Sustainable Productivity	22%	Arrogance	21%
Systems Thinker	23%	Autocratic	19%
Purposeful Visionary	34%	Critical	21%
Strategic Focus	30%	Conservative	19%
Customer Focus	22%	Passive	19%

Interpretation

The survey measures both the current culture (the culture we have) and the envisioned culture (the one we want) on each of these dimensions. From the sampled results displayed in Figure 1(a), we analyzed that the current depiction of the Leadership Culture is very different from the desired/optimal Culture. The current leadership culture is slightly more Reactive than Creative (a 45 percentile culture overall, just below the norm for leadership cultures measured with this assessment), while the optimal culture is described as very Creative (a nearly top 10 percentile, high performing culture). Clearly this senior management team is saying that in order for their business to thrive, they need to make a significant shift in the way they are leading the business—from Reactive to Creative.

The data gives a very clear analysis of organization's flexibility, agility and innovativeness. We can see results in Table 1 and Table 2. The strongest influences in the current leadership culture of this organization (top left of Table 1) suggest an overly conservative, cautious, bureaucratic, and slightly passive culture. The driving energy is to go along to get along (Belonging).Due to cautious culture may be driven by a top-down, aggressive, if not arrogant, influence on this leadership team. What is most missing from the leadership culture of this organization (bottom left of Table 1) is a clear and bold vision for future, this vision can be interpreted into a customer focused strategy. We observe that this organization is lacking well-refined systems for executing on those strategies. The column on the right of Table 1 is the envisioned culture which describes what the senior leaders in this organization have to change to move toward (upper right of column) in order to establish and sustain high performance. They need what is at the bottom of the list on the left.

Table 2. Biggest Gaps between the Current and Optimal Leadership Culture

Biggest Gaps Between the Envisioned Leadership Culture and the Current Leadership Culture	
Strategic Focus	60%
Sustainable Productivity	78%
Purposeful Visionary	57%
Conservative	11%
Systems Thinker	42%
Decisiveness	41%
Teamwork	38%

From the Table-2 we deduce that the weakest elements in their leadership culture should turn into strengths. They need to become a bold (not conservative) purpose, have vision driven organization. They need to work as a team for developing strategy. They need to be courageous, honest, and direct with each other for making tough decisions to move those strategies forward. The conservative, bureaucratic thinking that is currently driving the organization should be removed. They need to reduce the arrogant and critical way for communication to work together effectively as a team. (these element are set from the top of their current culture list on the left to the bottom of the optimal culture list on the right.

The disruptive factors that firms deal with lead to the shift in talent management

It was only seven years ago the   Lenovo Group had acquired IBM's personal computer (PC) business. The merger of two very large organizations with roots in both the East and West saw the company work through numerous complexities during its formative years. The structure of the two companies was quite diverse we   found that IBM had a 100-year heritage with over 250,000 employees at that time Lenovo was a relatively just five-year old company with only a tenth of the IBM's staff strength. IBM and its executives were operated from their headquarter in New York but Lenovo's Executive Committee members were based in different parts of the world .Lenovo executives could not speak fluent English and had far less multinational experience that their counterparts at IBM thus language and culture were a major issue. In 2005, after the acquisition, Lenovo had become a US$30 billion company with over 27,000 employees working globally. Most notably, Lenovo had achieved this growth in what had become an increasingly VUCA period with natural disasters, political turmoil, the global financial crisis and hyper-competition. Lenovo has outpaced the growth of the overall PC industry for 14 consecutive quarters and has outpaced its competitors away from being the number one PC Company globally.

Lenovo was back in the top position by only a small difference in share as seen in Table 3

Table   3. Preliminary Worldwide PC Vendor Unit Shipment Estimates for 2Q13 (Units)

Company	2Q13 Shipments	2Q13 Market Share (%)	2Q12 Shipments	2Q12 Market Share (%)	2Q12-2Q13 Growth (%)
Lenovo	12,677,265	16.7	12,755,068	14.9	-0.6
HP	12,402,887	16.3	13,028,822	15.3	-4.8
Dell	8,984,634	11.8	9,349,171	11.0	-3.9
Acer Group	6,305,000	8.3	9,743,663	11.4	-35.3
ASUS	4,590,071	6.0	5,772,043	6.8	-20.5
Others	31,041,130	40.8	34,675,824	40.6	-10.5
Total	76,000,986	100.0	85,324,591	100.0	-10.9

Note: Data includes desk-based PCs and mobile PCs, including mini-notebooks but not media tablets such as the iPad.
Source: Gartner (July 2013)

We can see the growth of Lenovo in its sale of smart phone worldwide in Table 4.

Table 4. Worldwide Smartphone Sales to End Users by Vendor in 3Q13 (Thousands of Units)

Company	3Q13 Units	3Q13 Market Share (%)	3Q12 Units	3Q12 Market Share (%)
Samsung	80,356.8	32.1	55,054.2	32.1
Apple	30,330.0	12.1	24,620.3	14.3
Lenovo	12,882.0	5.1	6,981.0	4.1
LG Electronics	12,055.4	4.8	6,986.1	4.1
Huawei	11665.7	4.7	7,804.3	4.5
Others	102941.8	41.1	70206.8	40.9
Total	250,231.7	100.0	171,652.7	100.0

Source: Gartner (November 2013)

The agile models and learning-agile should think as coaches and Talent leaders to evolve in VUCA conditions

Lenovo's success has been the notion of balancing the opposites in three areas:

- Striking a balance in the Protect and Attack strategy;
- Getting the right balance between innovation efficiency and control;
- Grooming Lenovo's next-generation of leaders by balancing the needs for job rotation and accountability

Table 5. Worldwide Mobile Phone Sales to End Users by Vendor in 3Q13 (Thousands of Units)

Company	3Q13 Units	3Q13 Market Share (%)	3Q12 Units	3Q12 Market Share (%)
Samsung	117,053.8	25.7	97,956.8	22.7
Nokia	63,048.4	13.8	82,300.6	19.1
Apple	30,330.0	6.7	24,620.3	5.7
LG Electronics	18,030.7	4.0	13,968.8	3.2
ZTE	13,696.4	3.0	16,605.9	3.9
Huawei	13,574.4	3.0	11,918.9	2.8
Lenovo	12,999.8	2.9	7,203.7	1.7
TCL Communication	12,345.6	2.7	9,326.7	2.2
Sony Mobile Communications	9,757.5	2.1	8,202.4	1.9
Yulong	8,801.0	1.9	5,218.5	1.2
Others	156,004.7	34.2	153,701.20	35.7
Total	455,642.3	100.0	431,023.8	100.0

Source: Gartner (November 2013)

Protect and Attack

Lenovo's Protect and Attack strategy has been one of the core principles which helped the company grow with market share and improved profitability in spite of the increasing VUCA environment. It is just like a boxer which uses one arm as a shield to his vital areas and uses his other arm to strike his opponent. In the similar manner Lenovo protects those areas having a strong lead and takes up an attack strategy where predicts growth potential. While the Protect and Attack strategy is applied across the world, every region is empowered to decide on what or how they adopt the strategy. For instance, in China Lenovo is the dominant PC market leader having 34% market share so the strategy is to protect and extend the leadership position in the PC segment. Simultaneously, Lenovo is attacking new segments like Smartphone's where it has overridden Apple to reach in the second position in China enjoying 14.2% of the market share. In the ASEAN countries, Lenovo is still on the process of building its leadership skills, and its main strategy is protection of the commercial PC market where it's Think branded PCs dominate, and   thus attack the hyper growth small-medium business (SMB) and rapidly growing consumer PC markets. Lenovo has its eye on the Smartphone markets in Vietnam, Indonesia and Philippines.

Globally connected and fully localized

Lenovo has a clear focus of building a company globally connected as well as localized after being guided by its Protect and Attack strategy. The company is now polycentric controlled than from being controlled from a single headquarter

approach. Lenovo's leadership team has spread across Beijing, Paris, Raleigh and Singapore. The top 10 leaders of Lenovo's represent the seven nationalities while the top 100 executives are from 17 nationalities. Lenovo has now made its own ground in every market around the world. It has hired talents and has made its mark in major markets of Brazil by the acquisition of CCE, Japan with a joint venture with NEC and US by the opening of a manufacturing facility in Whitsett, North Carolina. This global-local model has upgraded Lenovo to implement its Protect and Attack strategy by hiring top local talent for operating the businesses with sales and distribution spread across the world in key markets which is completely different from a traditional multinational company its headquarters in one country. Lenovo is the fastest growing among major PC vendors for 12 consecutive quarters. It also the forerunner in five of the seven largest PC markets, achieving target of 27.2% market share in Japan and 16.9% in India.

Striking the right balance in organizational structure

Lenovo's has the Speed, flexibility and adaptability approach in organizing its business. It has shown growth and development in each phase by learning's and being in tune across countries. The year 2009 saw Lenovo move from the traditional geographical segmentation to organizing business in the Mature Markets and Emerging Markets Group. It observed that consumers and businesses in Jakarta, Moscow and Dubai shared similarity in the use of technology and their buying behavior, than their own neighboring countries. Again in 2012,due to change in business environment Lenovo re-organized into four regions – China, North America, Asia Pacific and Latin America (APLA), and Europe, the Middle East and Africa (EMEA).These four regions were quite balanced in size, very focused on growth, and took advantage of the company's larger structures to grow. Lenovo was thus helped to become a faster and more-focused organization to increase their working speed, and they set out to protected areas having a strong lead and attack areas of greatest strength and potential. Lenovo's in the most recent quarterly earnings (FY2012-13 Q2, for the period July-September 2012) provide solid validation that this evolved structure is paying dividends. Even as the economy had slowed down, Lenovo's with China PC business maintained a steady growth of 8% year-on-year and its market share continued grow and reach new heights. It was in EMEA, Lenovo recorded double-digit market share of 10.8% and an all-time record of 11.5% in APLA. In North America, Lenovo reached an all-time high of 8.3% market share in the United States, and rejoined the top four, just behind the three strong domestic brands (HP, Dell and Apple).

Grooming leaders of tomorrow for VUCA Environment

Lenovo's has identified and is grooming the coming generation for success. To navigate in a VUCA world, It is focusing on three aspects as the ABC of Leadership:

Attitude: by having a winning attitude, respecting others, being adapting and being entrepreneurial;

Behaviour: being a role model to employees, inspiring and motivating them;

Competency: to have self-awareness and reflection, excellent communication skills, people management, business insight, and the ability to accept and initiate change.

The main goal of Lenovo's is grooming leaders with a global mind-set, possessing the aptitude to work cross the borders and cultures, and have the resistance to deal with unpredictable conditions. The company rotates the key leaders jobs every three years for giving them an edge to across different roles, functions and environments. The three-year tenure helps in keeping a good balance and gives enough space to a leader for initiating change and providing an outcomes to manifest to ensure ownership and accountability.

Lenovo shares set of values to his leaders and employees called the Lenovo Way that is designed to cultivate a company-first approach that promotes delivery and accountability. Thus each employee is trained according to the Lenovo Way, consisting of five 'P's:

1. Planning
2. Performance
3. Prioritization
4. Practice
5. Pioneering.

Thus grooming leaders that exemplify the ABCs of leadership for greater profitability and growth by facing the most crucial and harsh volatile, unpredictable, complex and ambiguous environment.

Lenovo 5 P Values

Suggestions

1. HR and talent management professionals assess agility and complex thinking skills during the selection process by using a structured interview format designed to evoke from the examples of past agility on the job as recommended by Horney, Pasmore, and O'Shea (2011). Thus HR and talent management should hire such candidate's with strategic thinking skills, with self-awareness, flexibility to change, ability to collaborate and communicate effectively as required in a VUCA environment. Only the leaders who have faced this condition possess these skills and abilities to lead the organization in such an environment.
2. My other suggestion is On-the-job training, job assignments, coaching, and mentoring which is a part of

training and development of employees, but here we should take note that to develop VUCA leaders, HR and talent development professionals should chiefly pay attention on programs that develops agility, adaptability, innovation, collaboration, communication, openness to change, and other, higher-order critical thinking skills. These can also be delivered faster by social media and other technology. So the future leader must keep up with the pace of change.

3. HR and talent management professionals engage in scenario planning about possible futures when developing leadership programs as recommended by   Horney, Pasmore, and O'Shea .The Scenario planning about futures helps in bringing possible situations and future predictability an organization would react and would not react. Scenario planning helps to identify the knowledge, skills, and attributes leaders may in case need in future business environments.   Scenario training should be conducted frequently so that reactions become part of the leader's "muscle memory." (Sullivan, 2012 January 16).

4. Simulations is also one of the powerful learning tools where the participants can practice and anticipate when developing VUCA leaders .Here they have a chance practice skills in a safe, non-threatening environment. Simulations can be in classroom role plays, to day-in-the-life assessment centers, to virtual simulations. Simulations can also help leaders assess their strengths and weaknesses, making them more aware of their own skills and gaps (Lanik andEurick, 2012). Video games are a perfect example to learn and anticipate future threatened condition and ways to deal in such an environment .This is very appealing to the young mass who can be the future leaders as they has learned many of the desired VUCA leadership skills by playing video games. .The disruptive factors that firms deal with lead to the shift in talent management like planning   management and forecasting

The approaches to develop leadership talent that is able to thrive during VUCA times   and   how Leaders think as coach to   stay balanced centered and engaged during VUCA conditions.

Conclusion

In our conclusion we can say that organizational culture is positively correlated with leadership behavior. Keeping the company's goals relatively simple to grow market share and revenue at the same time by developing a global culture which is exceptionally effective. Lenovo achieved these goals by leaders throughout   company's "Protect and Attack" strategy. competition in the technology industry is striding at a fierce rate   continuously every moment .The new technological change occur in   the market, the competitive landscape shifts, advantages erode and threats surface. In such a volatile, unpredictable, complex and unambiguous environment the leaders should be equally agile. When such an environment maintaining a competitive edge becomes a challenge only the strongest innovators can face this situation and succeed. As we have seen for Lenovo, the world' dominant producer of PCs, has consistently outpaced competitors by achieving significant growth by increasing market share worldwide through innovation and strategic acquisitions. It was always staying

ahead which was central to Lenovo's business plan. So we can now conclude that today's leader must keep up with the change, because the organization can survive if they embrace this mind-set to change if they want to successfully thrive in a VUCA world. Lenovo been an example by embracing change and   also engineering change as the Lenovo saying - "A small change every year, and a big change every three years". Lenovo is thus a company formed in VUCA times, and is built to thrive in VUCA times. We need such leaders who can develop collaboration and to encourage thinking outside the box.

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