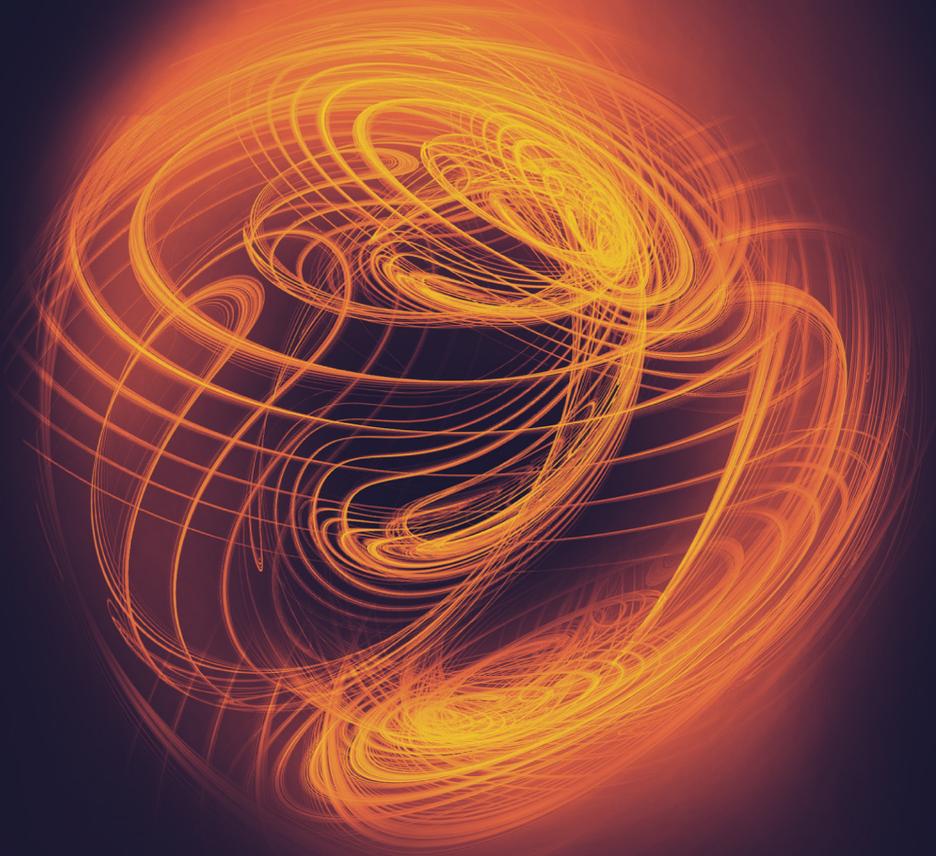


AGILE MANAGEMENT AND VUCA-RR

*Opportunities and Threats in
Industry 4.0 towards Society 5.0*



Edited by

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INVESTOR IN PEOPLE

This book is dedicated to one of our Late editors, Dr Helena Bulinska-Stangrecka

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Preface

Quite too often, pithy and sometimes humorous, but usually relevant examples are used to stimulate interest and increase understanding of the business ideas and strategic concepts presented in books to emphasize the importance of understanding cultural uniqueness and relevant environmental development. Not only does this book explain Agile Management and VUCA-RR but also shows different ways that organization leadership globally possess radical mindsets and implement strategies necessary to create agile, entrepreneurial organizations that are innovating and thriving in complex, ever-changing contexts.

Prior to the announcement of Society 5.0 – in the Fifth Science and Technology Basic Plan (FY16–FY20) and adopted by the Japanese Government ([Cabinet Office, 2016](#)) – numerous efforts were made to explore the possibility of science, technology and innovation coming together to develop an innovative model of sustainable development ([Dinana, 2020](#)). The Japanese Cabinet identifies Society 5.0 as a development strategy for Japan as a country. Moreover, the concept of Society 5.0 is recognized as a main component of the growth strategies for the “Council on Investments for the Future,” established in September 2016 as a headquarters for innovation strategy to facilitate Japan’s development potential ([Harayama, 2017](#)). That vision of Society 5.0 was spotlighted as a strategic part of the policy for economic fiscal management and reform, while the Japanese Government had aimed to realise a “Super Smart Society” that offers a shared societal infrastructure for prosperity through an advanced service platform ([Medina-Borja, 2017](#)).

More than half a decade later, this book illustrates a collaborative partnership and emotional resilience which significantly promotes an influential Society 5.0 as normal. The book does acknowledge a popular assumption that a Super Smart Society is attainable with cooperation between technology and human beings. Several chapters in this book detail digital features of I4.0 – artificial intelligence, Internet of Things, big data and cloud computing – meant to form a collaborative partnership with human resources for the advancement of society and the general wellbeing of individuals. The resulting synergy between advanced technologies and human competencies guarantees the existence of a formidable techno-human force that is capable of transforming lives and societies ([Matt, 2016](#)).

Agile Management and VUCA-RR: Opportunities and Threats in Industry 4.0 toward Society 5.0 adds value to the huge body of literature on modern technology in society. To my knowledge, ours is the first book looking at this paradigm of literature in the modern technology discipline. Thus, this book allows

students to benefit from following a diverse path to technology, management and environment, instead of following one path and believing that it is the only means to develop any given society or improve a selected organization. While several categories of readers can benefit from this book, the main intended audience include the following:

- Undergraduate senior students majoring in technology, business or management majors.
- Graduate students on MBA courses.
- Graduate students taking technology management courses.
- Graduate students researching technology management and society development.
- Young technology professionals looking towards moving in leadership roles.
- Mid-level managers in industry.

Using This Book

Technology and management courses can be taught in variety of ways, by instructors with various approaches to the subject, different intellectual and pedagogical goals, and teaching format. Thus, we are yet to see a textbook to serve as all things to all instructors. Yet, this textbook covers a range of management topics, types of materials, evidence and reference materials provided, all for the purpose of to allow the instructor flexibility in usage and course organization. While some instructors still prefer teaching a textbook from cover to cover, there are some who prefer to linger on certain topics, briefly touching on others and completely skipping parts of the book. All chapters in this book can be considered as a case study and relatively self-contained. Each chapter invites the student to debate current environmental, social and cultural issues that are inseparable from VUCA. This allows for instructors to focus classes in a course on the reading and analysis of a single chapter.

Much effort was made to ensure this book is explicitly international in the way it considers VUCA. By treating the international society development problem as a norm, the text seeks to meet the increasing need for greater international course content on management and leadership programs. This currently unmet demand reflects the realities of the environment of many organizations and the needs of managers and aspiring leaders.

In conclusion, this book provides a scholarly referenced work of original and previously unpublished research manuscripts that provide cutting-edge, multidisciplinary research and expert insights on advancing technologies and new strategies being used in businesses settings as well as for administrative and leadership roles in organizations. The various chapters above improve the research and practice of Agile software development through sharing knowledge gained from both the academic and practitioners in education, healthcare, and tourism sectors. The challenges and solutions expressed by each group serve to inform and teach as well guide us to where future work should be done. Understanding the best practices that have emerged in the Agile world can help each of us become more

effective and serve as a launching point for future generations. Furthermore, this research book contributes in several ways.

- It addresses the significant problems when transforming or managing an organization by embracing a Society 5.0-based new normal model (a new function of the organization).
- It also goes in-depth into making use of small(er) agile teams and exposes many ways in which a once fashionable coterie of management growth infiltrated the traditional old-style leadership practices with providential consequences for leadership theory development.

The editors have assembled together innovative leadership researchers, whose work have boosted the innovative and creative development in VUCA today. With a number of meticulously researched chapters, the book not only offers explanations as to how Industry 4.0 has reached its conclusions but also suggests the best path to the continuous development of business environment is to welcome Industry 5.0. The best way to effectively respond to the unexpected and unplanned Agility facing most organizations today and quickly turn challenges into opportunities is through Agility. In times of VUCA, Agile Management facilitates the competence, capacity, and confidence to adapt and innovate.

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Bülent Akkaya, Editor-in-Chief