

# Academic Management Responding to Changes in the VUCA World Based on Sikkhā 3 (The Threefold Training)

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## ABSTRACT

*Academic management in educational institutions during the VUCA World requires adaptation and development to respond to rapid and uncertain changes. Specifically, applying the principles of Sikkhā 3 (the Threefold Training)—Sīla (Morality), Samādhi (Concentration), and Paññā (Wisdom)—can strengthen and enhance the resilience of educational institutions effectively, utilizing the principle of Morality in academic management fosters a culture of ethical conduct and builds trust within the organization, promoting Concentration enables personnel to focus on critical tasks, while developing Wisdom allows administrators to analyze and make reasoned decisions in complex situations. Therefore, integrating the principle of Sikkhā 3 (the Threefold Training) into academic management is a crucial tool for achieving success in educational institutions in this transformative era.*

**Keywords:** Academic Management, VUCA World, Sikkhā 3 (The Threefold Training)

## I. INTRODUCTION

Today's world is facing rapid and complex changes in technology, economy, society and culture. These changes affect every sector, including education, which is an important foundation for developing quality personnel who can adapt to a changing world [1]. Today's world of volatility, uncertainty, complexity, and ambiguity (VUCA), [2] academic administration in educational institutions is of utmost importance. Educational institutions are not only places for learning but also centers for developing and producing quality personnel for society. Managing change in a complex world is challenging, but it is also an opportunity for organizations and individuals to develop and grow. Strong leadership, open communication, and participation from all sectors will help make the transition smooth and successful [3]. Academic administration must therefore focus on adapting to the rapid changes in the educational environment. Sikkhā 3 (The Threefold Training), consisting of: Sīla (Morality), Samādhi (Concentration), and Paññā (Wisdom), [4] is a valuable guideline for academic administration in this challenging era. Applying these principles will help administrators create learning environments that are friendly, inspiring, and promote the development of skills necessary to cope with the changes in today's world [5].

Sikkhā 3 is the principle of life development to achieve success and become a perfect person according to Buddhism, consisting of: 1. Sīla (Morality); ethical academic administration helps build trust and confidence in the organization. It also promotes an ethical culture in the educational institution that makes administrators, teachers, staff, and students take responsibility for their work and learning. 2. Samādhi (Concentration); Meditation helps staff and students focus on what's important and enables them to work effectively. When circumstances change rapidly,

focusing allows everyone to adapt and work with purpose. 3. Paññā (Wisdom); Developing intelligence enables managers and personnel to better analyze and understand situations. When faced with challenges and changes, using intelligence in decision-making will help management become more effective.

This article aimed to present the concept of academic administration that responds to changes in the current world by using the principles of Sikkhā 3 as a guideline for developing the quality of education to be consistent with the needs of learners, society, and the country.

## II. CHANTING: CONCEPT AND DEVELOPMENT INTEGRATING CHANGES IN A CHANGING WORLD ACCORDING TO SIKKHĀ 3

In an era of rapid and uncertain changes, or the so-called VUCA World, consisting of: Volatility, Uncertainty, Complexity, Ambiguity, academic administration in educational institutions must be flexible and creative, especially by using the Sikkhā 3 principle, which consists of Morality, Concentration, and Wisdom, as a framework for administration. Integrating the Sikkhā 3 principle with academic administration will help educational institutions prepare to face changes and create organizational strength effectively [6].

The acronym VUCA – Volatile, Uncertain, Complex, and Ambiguous – aptly describes the dynamic and unpredictable world we live in today. School administrators, as leaders of educational institutions, are at the forefront of navigating these turbulent waters. This article will explore the essential leadership qualities and strategies needed to thrive in this complex environment. The practices are as follows: [7]

### 1. Understanding the VUCA World

To effectively lead in a VUCA world, administrators must first understand its characteristics: 1) Volatile: rapid and unpredictable changes, such as technological advancements, economic fluctuations, and social shifts. 2) Uncertain: lack of clarity and predictability, often leading to ambiguity and doubt. 3) Complex: Interconnected systems and multiple variables that influence outcomes. 4) Ambiguous: lack of clear-cut answers and multiple interpretations of situations.

### 2. Essential Leadership Qualities

To navigate the VUCA world, school administrators should cultivate the following qualities: 1) Visionary 2) Leadership: Develop a clear and inspiring vision for the school's future, 3) Communicate the vision effectively to all stakeholders, 4) Encourage innovation and creativity to achieve the vision, 5) Adaptability: Embrace change and be willing to adjust plans as needed, 6) Encourage a culture of continuous learning and improvement, 7) Be flexible and open to new ideas, 8) Resilience: Persist in the face of challenges and setbacks, 9) Maintain a positive outlook and inspire others, 10) Learn from failures and use them as opportunities for growth, 11) Emotional Intelligence: Understand and manage one's own emotions, empathize with others and build strong relationships, and communicate effectively and resolve conflicts peacefully, 12) Decisiveness: Make timely decisions, even in the face of uncertainty and take responsibility for the consequences of decisions. Be willing to make difficult choices; strategies for leading in a VUCA World. Build a Strong Foundation: establish a strong school culture based on shared values and beliefs, 13) Develop a clear mission and vision statement. Build a strong team of dedicated educators. Embrace Technology: Use technology to enhance teaching and learning. Equip staff with the necessary digital skills. Stay informed about emerging technologies, 14) Foster Innovation: Encourage creativity and risk-taking, Provide opportunities for professional development. Celebrate successes and learn from failures. Develop Strong Relationships: Build strong relationships with students, staff, parents, and community members. 15) Listen actively and communicate effectively. Resolve conflicts peacefully and collaboratively. Plan for the Future: Develop long-term strategic plans. Be flexible and adaptable to changing circumstances, and continuously monitor and evaluate the school's progress.

### 3. Integrating Morality in Academic Administration

Morality principles help create an organizational culture that is ethical and responsible. Applying morality principles in academic administration will enable administrators to create an atmosphere conducive to learning and collaboration by promoting good values and ethical behavior in the organization. This will help increase trust between staff and students, which is an important foundation for creating collaboration in work and learning.

### 4. Integrating Concentration in Academic Administration

Promoting concentration in educational institutions is important in helping staff and students focus and manage important tasks effectively. In an era of information and change, having concentration can reduce distraction and increase work efficiency. Using techniques such as meditation, practicing time management skills, or creating a calm learning environment can help everyone focus more on their work [8].

### 5. Integrating Wisdom in Academic Administration

Developing wisdom in the context of academic administration enables administrators and personnel to analyze situations and make decisions rationally. When faced with challenges and changes, using wisdom in administration will help find appropriate solutions and create more effective learning approaches. In addition, it can effectively develop or adjust teaching and learning strategies to meet the needs of students at each time.

The world today is characterized by increasing complexity, uncertainty, and rapid change. Leaders, especially in education, are tasked with navigating these turbulent times while fostering positive change. To effectively lead in such a dynamic environment, it is crucial to cultivate a leadership style that is both compassionate and resilient [9].

## III. BODY OF KNOWLEDGE

The study of the topic "Academic Management Responding to Changes in the VUCA World Based on Sikkhā 3 (The Threefold Training)" has led to interesting knowledge that can be effectively applied in educational administration. The summary is as follows:

1. Understanding of the current world; 1.1) Volatility and uncertainty: Today's world is changing rapidly and unpredictably, requiring management to be flexible and adaptable at all times, 1.2) Complexity: Problems and challenges are becoming more complex. Solving problems, therefore, requires knowledge and understanding in many dimensions, 1.3 Technology: Technology plays an important role in changing learning and working patterns.

2. The Threefold Discipline and its Application; 2.1) Morality: is the foundation of coexistence, discipline, and reliability is important in management, 2.2) Concentration: helps create calmness and the ability to control oneself, which is essential for decision-making and solving problems in complex situations, and 2.3) Wisdom: is a tool for analyzing information and creating new ideas to lead to sustainable development.

3. Academic administration in the present era; 3.1) Creating a vision: administrators must create a clear vision that can be put into practice, 3.2) Innovation development: Promoting the invention and use of new innovations in education, 3.3) Creating cooperation: creating cooperation with all sectors, both inside and outside the organization, 3.4) Human resource development: developing the potential of human resources to have up-to-date knowledge and skills, and 3.5) Using technology in teaching and management.

4. Role of Educational Leaders; 4.1) Be a role model: Leaders must be good role models for their subordinates, 4.2) Be inspirational: Leaders must be able to inspire staff and students, 4.3) Be flexible: Leaders must be flexible in

adapting to changing situations, and 4.4) Be creative: Leaders must be creative in solving problems and developing the organization.

5. Benefits gained from applying the Sikkhā 3 principles: 5.1) Increase efficiency in administration: helps administration to be systematic and efficient, 5.2) Develop the quality of education: helps learners gain knowledge and skills necessary for living in the present era, 5.3) Create a learning society: create a learning atmosphere that is conducive to the development of everyone, 5.3) Develop the quality of life of personnel: helps personnel be happier at work and have a better quality of life.

In conclusion, academic administration based on the Sikkhā 3 principle in the present era is a challenge, but it is also an opportunity for the development of education for the better. Educational leaders must have the knowledge, ability, and commitment to apply these principles to create a learning society that responds to the needs of learners and society. In addition, the Sikkhā 3 principle is a principle that can be applied to effectively manage changes in the current world. Integrating the Sikkhā 3 principle into our daily lives and work will help us to live happily and meaningfully in an era full of uncertainty.

#### IV. CONCLUSION AND RECOMMENDATIONS

##### 1. Conclusion

Academic administration in the VUCA World requires flexibility and adaptation to cope with rapid changes. The Sikkhā 3 principle, consisting of: Morality, Concentration, and Wisdom, play an important role in strengthening educational institutions:

1. Morality: Helps create a culture of ethics and responsibility, promotes trust and collaboration in the organization.

2. Concentration: Helps staff and students focus on important tasks, reduces distraction, and increases work efficiency.

3. Wisdom: Enhances the ability to analyze and make decisions in complex situations, enabling effective adjustment of teaching strategies to meet student needs.

Integrating the Sikkhā 3 principles in academic administration is an important approach to prepare educational institutions to sustainably cope with future challenges.

##### 2. Recommendations

###### 2.1 Recommendations for Policy

The educational institution level should: 1) creating a clear vision: Establish a vision that is consistent with the context of the educational institution and the needs of the learners, 2) developing the learning process: improve the learning process to focus on the learners, 3) promote Active Learning and Project-based Learning, 4) using technology in teaching and to create interesting learning media, encourage learners to learn through digital devices, 5) creating a learning community: create a learning atmosphere that is conducive to the exchange of knowledge, 6) encourage learners to participate in organizing various activities, 7) Human resource development: support personnel to continuously develop themselves, create opportunities for personnel to exchange knowledge with personnel from other institutions, and 8) creating cooperation with the community in educational development.

###### 2.2 Recommendations for Implementation

The educational institution levels: 1) Should prepare an action plan: create a clear action plan with measurable goals, 2) Should allocate resources: Effectively allocate available resources to support the implementation of the plan, 3) Should create awareness: Create awareness for all personnel in the organization to understand the importance of the change, and 4) Should promote participation: encourage all personnel to participate in planning and operations of the educational institution.

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