

Table 1. Distinctions within the VUCA framework

	State of Heart/Consciousness	Some examples	Manifest experience / Circumstances	Examples of Circumstances	Path to cleansing our Heart/Consciousness	How to effectively address circumstances
Volatility	Love of material world is constantly in conflict with submission to Allaah, causing unstable changes; in spiritual and emotional state of heart. The situation is understandable, but changes are frequent and sometimes unpredictable	Getting angry over an occurrence and losing motivation to pray to Allaah SWT. Suddenly discovering piety and becoming a devout Musalli. Just as suddenly losing steam and interest in salaah. Switching rapidly between happiness and anger/sadness	Relatively unstable change; information is available and the situation is understandable, but change is frequent and sometimes unpredictable.	Commodity pricing is often quite volatile; jet fuel costs, for instance, have been quite volatile in the 21st century. India's demonitisation and India's Corona lockdown are classical examples of volatility	Knowledge of Allaah's attributes, Investment in building stable state of devotion and submission to Allaah SWT, Commitment to implementing the four pillars of Surah Asr in daily life, Dhikr: Laa Ilaaha Illal Laah, Astaghfar, Laahaula Walaa Quwwata Illaa Billaah, Alhamdulillah	Internal stability and external Agility is key to coping with volatility. Stable leadership culture and teams ought to be developed over time. Resources should be aggressively directed towards building slack and creating the potential for future flexibility.
Uncertainty	Does Allaah's will control all occurrences? A lack of knowledge as to whether Allaah's existence has any meaningful ramifications in the world, in our daily existence and life events. Kun is understood in past tense. Self, material and things are perceived as vested with independent power. Control is pursued as a possibility	We believe with conviction that our Jobs/businesses are necessary for our sustenance. We also profess faith that Allaah sustains us We are often unsure if goodness and faith in Allaah have any tangible, practical value. One seeks control of material forms to experience inner stability and external equilibrium. Corona is seen as a disease without any correlation to behaviours of humanity	A lack of knowledge as to whether an event will have meaningful ramifications; cause and effect are understood at the surface, but it is unknown if an event will create significant change.	Anti-terrorism initiatives are generally plagued with uncertainty; we understand many causes of terrorism, but not exactly why, when and how they could spur attacks.	Overcome arrogance and belief that one is right Learn attributes of Allaah SWT and strengthen Aqeeda. Kun - The command of creation is in present continuous tense. Learn Quran and apply its teachings in daily life, especially in light of life being a perpetual transaction between Abd & Allaah. Dhikr: Laa Ilaaha Illal Laah, Astaghfar, Laahaula Walaa Quwwata Illaa Billaah, Alhamdulillah	Information is critical to reducing uncertainty. Firms should move beyond existing information sources to both gather new data and consider it from new perspectives. Invest in ongoing learning of leadership teams. Cultivate humility and openness to consider alternate perspectives and opinions for decision making
Complexity	There are many gods, with alignment of stars I can also be Bhagwan. Fear big gods and oppress lesser mortals is key. Many idols are installed in the heart, while simultaneously professing faith in GOD/bigger idols. The deities installed could be power, fear, wealth status, class, clan and kinships etc. Seeking power for complete control over people, roles and resources is a central pursuit	Each of the deities installed seeks devotion, so we end up creating a complex web to sustain and expand our control over our lives. Conflicting goals, values/priorities, is defining feature. Relationships become complex web requiring constant micro-management. Organizational and family politics overrides pursuit of nurturing relationships and committed goals.	Many interconnected parts forming an elaborate network of information and procedures; often multiform and convoluted, but not necessarily involving change.	Moving into foreign markets is frequently complex; doing business in new countries often involves navigating a complex web of tariffs, laws, regulations, and logistics issues. Considerations of power override efforts to pursue effective outcomes. India is a classical example of political agenda in conflict with economic agenda	Simplify what's in the heart - Accept the message of oneness of Allaah and submit one's ego and will to Allaah's will. Humble oneself completely, Open your heart to learning Quran and applying teachings in daily life. Increase charitable giving Give up on need for control and empower people both in families and organizations. Dhikr: Laa Ilaaha Illal Laah, Astaghfar, Laahaula Walaa Quwwata Illaa Billaah, Alhamdulillah Allaahu Akbar.	Restructuring internal company operations to match the external complexity is the most effective and efficient way to address it. Firms should attempt to 'match' their own operations and processes to mirror environmental complexities. This can only be achieved by aligning the organizational culture on foundations of shared values, creating alignment on goals and empowering teams to work collaboratively
Ambiguity	Does Allaah exist and is all life a harmonious divine orchestration? A state of doubt at the existence of Allaah arises from lack of knowledge and sufficient reflection on Allaah's attributes. Truth is sought exclusively in material world and in the domain of cause & effect. One ends up in infinite causal loops. Pursuit of meaning becomes absurd, truth is predetermined and proofs are manufactured Truth gets buried and lost overtime. Overall state of cluelessness reigns. Fear grips our heart, taking a deeper seat with every disappointment and loss.	God is declared as figment of imagination. Science and rationality become new religion. Moral and ethical codes are declared relative Matter is the ultimate truth, while the realities of soul and consciousness are sought to be explained in material terms. Is global warming connected to consumption driven economics? Is interest based economic system @ the heart of ever increasing poverty indices globally?	A lack of knowledge as to 'the basic rules of the game'; cause and effect are not understood and there is no precedent for making predictions as to what to expect. Meaning making is of poor quality, undermining our capacity for developing effective and deployable intelligence.	The transition from print to digital media has been very ambiguous; companies are still learning how customers will access and experience data and entertainment given new technologies. Internet age and social media was heralded as the enabler for global human collaboration, instead the algorithms have atomised individuals families and communities and broken down all communication	Address the ambiguities of the soul by reflecting on Allaah, all of creation, divine attributes of Allaah. Understand the harmonious and intelligent divine design that underlies the consistent manifestation of cause and effect. Humble oneself completely, Re-examine deeply held meanings, open your heart to learning Quran and grow trust in Allaah. Repent for actively denying voices of the heart pointing to Allaah. Dhikr: Laa Ilaaha Illal Laah, Astaghfar, Laahaula Walaa Quwwata Illaa Billaah, Alhamdulillah Allaahu Akbar.	Experimentation is necessary for reducing ambiguity. Only through intelligent experimentation can firm leaders determine what strategies are and are not beneficial in situations where the former rules of business no longer apply. Developing capacities of people to trust each other is built on human capacity to trust in Allaah. Deeper insights are available to teams who have the capacity to penetrate surface level reality and look deeper for meaning making.