

# THE ROLE OF SCENARIO PLANNING IN DEVELOPING STRATEGIC LEADERSHIP AMONG MANAGERS OF COMMERCIAL COMPANIES IN BAGHDAD

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## Abstract

The current research aims to identify the role of scenario planning in developing strategic leadership among managers of commercial companies in Baghdad. Where the importance of the current research is highlighted in that scenario planning is an effective way to develop the company's strategic leadership. It allows the company to know the opportunities and risks it faces in the market, and helps to make well-planned and elaborate decisions. While the research problem lies in the use of scenario planning in the development of strategic leadership by defining the company's goal and related objectives, and this helps in determining the required directions and strategic plans that will be implemented to achieve the company's goal and identifying the expected opportunities and risks and the specific factors that affect the company, and this helps in determining the required possibilities and lines of action to deal with expected opportunities and risks.

The researcher relied on the descriptive approach as it expresses the social phenomenon to be studied quantitatively and qualitatively. The researcher reached a set of the following conclusions and recommendations:

1. Scenario planning in the company can be explained by the great commitment of the organization's resources and adherence to their duties, and it can be attributed to the self-values of each employee and his conviction and belief in the need to work with high quality and productivity.
2. Core values do not affect scenario planning, as it can be traced back to ambiguity in the organizational culture of the organization.
3. The need for companies and organizations to pay attention to the role of scenario planning in developing strategic leadership.
4. Work on setting up purposeful workshops that seek to inculcate a culture of scenario planning in government and private institutions.

**Keywords:** scenario planning, strategic leadership, company managers, development.

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## **Introduction**

### **The first topic: the methodological framework**

#### **First: the research problem**

Scenario planning is one of the most important elements that help managers of commercial companies in developing the strategic leadership of their companies. This method allows them to navigate various options and plan the future of the company incrementally. This method is considered developmental for many managers because it supports them in identifying the various options available and determining the best options for the company based on its current conditions and strategic plans..

Scenario planning can help managers of commercial companies to identify the challenges they may face and ways to overcome them, as well as to identify entrepreneurial opportunities that can be exploited to achieve growth and progress..

Linear planning, in which the strategic development of leadership companies is based, is considered one of the important tools to control the trends followed and the expected events in the future. This planning helps determine the company's goal and the strategic plans that will be implemented to achieve the company's goal. It also helps to identify expected opportunities and risks, specific factors that affect the company, and determine the lines of action required to deal with them..

Scenario planning can be used to develop strategic leadership throughDetermining the company's goal and related objectives, and this helps in determining the required directions and strategic plans that will be implemented to achieve the company's goalAnd theIdentifying the expected opportunities and risks and the specific factors that affect the company, and this helps in identifying the possibilities and lines of action required to deal with the expected opportunities and risks.

In the end, scenario planning is a powerful tool for managers of commercial companies in determining the appropriate strategic plan for the company and achieving growth and progress. From here, the research problem arises in the following question:

**What is theThe role of scenario planning in developing strategic leadership among managers of commercial companies in Baghdad?**

#### **Second: the importance of research**

Scenario planning is considered one of the standard tools in the development of strategic leadership, and it helps to determine the optimal plan to achieve the strategic objectives of the company. Scenario planning is used in market analysis, quality, price, customer identification, and other areas that affect the company's strategic success. It also helps to identify risks and opportunities related to running the company.

The role of scenario planning in developing strategic leadership means using scenario design to employ experimental testing of the company's strategic model. This planning helps to know how to implement the planned strategy in reality, as well as to identify any problems that the company may encounter during the implementation of the strategy, by preparing a scenario designed to test the strategy in a specific field, and analyze that experience to make adjustments to the strategic model before implementing it in reality. This planning also helps the company prepare to respond to possible changes in economic and market conditions, by periodically developing the strategy to meet any changes that occur.

Consider planning scenario It is an effective way to develop the company's strategic leadership, and it allows the company to know the opportunities and risks it faces in the market, and helps to make well-planned and elaborate decisions..

Allow planning scenario The company defines its strategic goals and develops plans to achieve these goals effectively. Planning is allowed scenario It also analyzes the internal and external factors that affect the company and develops plans to deal with these factors effectively.

In addition, it is possible to plan scenario To be an effective means of communication and cooperation between the work team, and the team can work together to develop plans and procedures to achieve the strategic goals of the company.

Scenario planning is one of the most important components in developing corporate strategic leadership, as it helps in defining the company's strategic goals and building plans to achieve these goals. Planning is allowed By scenario Analyze the risks and opportunities of the company and make the right decisions in terms of strategy. It can also help define the roles and responsibilities of each member of the company and set the right priorities for achievement.

Planning can be used scenario Many times, such as product and service development, project and change management, business management and public relations. In the end, planning help scenario To achieve the strategic success of the company, which is the primary objective of any strategic leadership.

### **Third: Research objectives**

The current research aims to:

- Recognition The role of scenario planning in developing strategic leadership among managers of commercial companies in Baghdad.
- Learn about scenario planning.
- Learn about strategic leadership.

### **Fourth: Research limits**

Objectivity border :The role of scenario planning in developing strategic leadership among managers of commercial companies in Baghdad

Spatial boundaries: Iraq–Baghdad

Temporal limits: The research was conducted and applied in the academic year 2022 AD

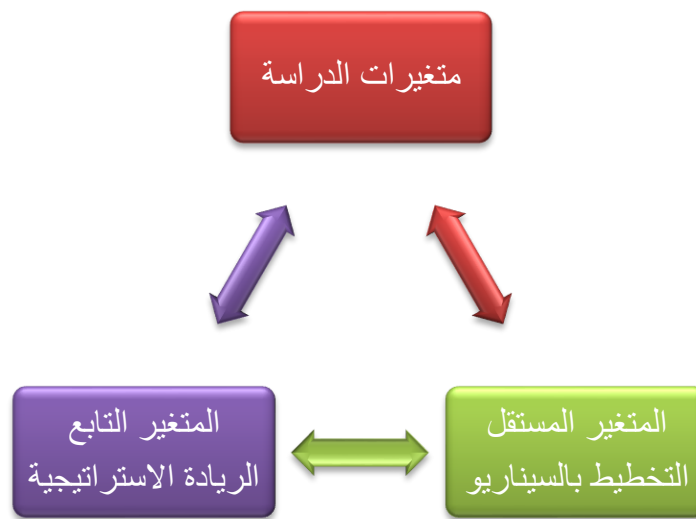
Fifth: research hypotheses

Included Research hypothesis on mean And the relationship nature

Statistic to variable at Scenario planning and variable at Strategic leadership (Research sample), hypothesis for which it was selected a To reach the conclusions and recommendations through the simple correlation coefficient And the weighted and the slaughtered FaT standard And the arithmetic mean of the above sample respondents: existence Relationship its associative indication Moral and statistical between Scenario planning and strategic leadership.

Sixth: the search form

Building a study variables and problem objectives and hypotheses The study was developed by the researcher a study model And the shape (1-1) shows a study form and its variants.



## The second topic: the theoretical framework of the research

### The first axis: scenario planning

#### Or not :The concept of scenario planning

The concept of scenario planning appeared for the first time after World War II as a means of military planning. The US Air Force tried to imagine what its opponents might do and prepare alternative strategies, as it presented (Kahn Herman), who was part of the US Air Force, the meaning of the word to the context of planning, which gave an approximate description of possible actions or events in the future, after which he became one of the great futurists of the United States of America. It is believed that the first applications of scenarios in the context of planning were in military strategic studies that Commissioned by the RAND Corporation in 1950 for the US government

(Cardoso, 2014, p19)

And in the year 1960 he founded (Kahn) Hudson Research Institute specializes in scenario-based planning to help people think beyond the limits of the past and think about the "unthinkable." Around the same time, the Stanford Research Institute began offering long-range planning programs for business, operations research, economics, and political strategy alongside Along with military consulting, the late sixties witnessed a shift in the work of the Institute for Research for several reasons, including the movement of military spending towards the Vietnam War and an increase in interest in finding ways to look into the future to help develop a plan for changes in society, an interest that underpins the turmoil caused by the war..

(Fotr, J.2015, p89)

Prior to this period, the concept of scenario was being developed in France, and by the late fifties, (Gaston Berger) Philosopher and Director (French School of Future Thinking) The future orientation that was established in the French School also stressed the possibility of preparing for many future contracts, which leads to an insight with a lasting impact on the

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foundations of future studies, meaning that good planning stimulates work, especially work that The present changes in order to prepare for the future, and although Berger died in 1960, this did not affect the prosperity of the Center for Future Studies, and by the mid-sixties of the twentieth century, it began applying the future methodology to range of issues general incl education, environment and regional planning)Spaniol & Rowland, 2017: 6).

By the 1970s, scenario planning witnessed a period of global growth and expansion, and economic success stories of the energy company proliferated (Royal Dutch Shell) to corporate executives, and the company was considered one of the first users of the scenario planning methodology in the business environment during the oil crisis, as the company introduced a new section under the name “collective planning.” The new wave of interest in scenario planning often explained the shocking impact of the oil crisis in (1973), which drew attention to the possibility of unexpected major changes in the international economic system and gave its director (Pierre Wack) a wonderful example by sharing it with a number of observers in the company who have a great interest in knowing and understanding the way the world works and have already begun to participate in creating scenario and thus concluded that each decision maker acts according to the mental model based on previous experiences (Hess, F. M, 2016, p56).

At the same time, academics and researchers around the world published peer-reviewed articles on the planning stages, the steps of the scenario building method in a descriptive sense, and multiple surveys document the growth in adoption of scenario planning practices among large firms in the United States and Europe during this time period. The approach, variously stated as scenario-based planning, scenario forecasting, scenario analysis, and scenario planning, comes to the 1980's with a suite of cutting-edge techniques to address the uncertainty inherent in a rapidly changing world. The popularity of scenario planning has benefited from the attention given by eminent academics in the field of strategy, including (Michael Porter, Henry Mintzberg, Peter Senge during a fruitful period of business school growth (2017: 7 Spaniol & Rowland). Accordingly, scenario planning was defined as a mixture of art and science that requires creativity and imagination as well as technical knowledge and analytical skills. Scenarios are disparate stories about the future as the story form Allows people and organizations to visualize potential future outcomes of the complex interactions between Economic, political, social and environmental variables As indicated(Hess, F.M, 2016, p56) Scenario planning should identify potential futures and capture a wide range of options, stimulate thinking about the future and challenge prevailing mindset and the status quo. It was considered (2015:76,Fotr et al) scenario planning as a valuable tool that helps organizations prepare for possibilities, and make them more flexible and more innovative, which are the outlines of some aspects of the future, and alternative futures resulting from a set of trends and policies. Managers often use scenario planning techniques to clarify their mental models about the future in order to Make a better decision As described ( 1 2016Burt et al) scenario planning as a process designed to create time and space for the management team to exchange ideas, hopes and concerns about the changing world through a pluralistic and participatory process. )Al-Hadrawi, 2016, p. 158)

Arguably, these concepts underscore the difficulty of finding a clear definition of what scenario planning really means. Respond to all possibilities with effective technical

interventions or solutions. Researchers define scenario planning as (a planning method that involves providing some informed and reasonable information and imagining alternative future environments in which future-related decisions can be made in the future to change current thinking to enhance learning and improve performance). Based on this, scenario planning addresses three main questions, namely:

- 1- Compilation of information important to the organization is a fundamental basis for understanding the uncertainty of the future.
- 2- Develop a coherent and logical set of scenarios using a structured approach.
- 3- Evaluate the impact of these scenarios on organizations today.

As he knew(2015: 49,Postma) Scenario planning is an ongoing process in which the future is studied and analyzed, key drivers and uncertainties are identified, scenarios are developed, and innovative measures are taken based on those scenarios.,As shown in the figure (2)



Source: Postma, Albert. Investigating scenario planning-a European tourism perspective. Journal of Tourism Futures 1.1 (2015): 46-52.

### secondly :The importance of scenario planning

Companies and organizations faced many difficult decisions. These difficult decisions involve determining the best path for future growth and development. Failing to plan for possible worst-case scenarios can lead to disastrous consequences. Therefore, it is important to have a plan for adverse situations. Organizations that fail to do so may find themselves unable to implement the required strategy. In addition, individuals who fail to plan for bad scenarios may find it difficult to recover from a negative situation.(Al-Jabri, 2015, p. 87)

Scenario planning is a planning method based on hypothetical situations. It is commonly used by military, government and corporate leaders. It is also used to plan for disasters and crises as well as to help individuals prepare for future events. Essentially, they can help solve complex problems by allowing leaders to pre-test potential solutions. ) Muhammadiyah,2016, p. 556)

Government and not-for-profit organizations also use scenario planning to prepare for natural disasters, crises, and other emergencies. They do this to pre-test contingency plans in actual emergencies. This can reduce the chance of failure due to lack of planning and bad decisions during an emergency. It can also reduce the chance of chaos that could lead to more lives being lost due to chaos during a crisis. By pre-testing their plans, leaders can make better decisions during an emergency.

Companies also use scenarios to plan new products and business ventures. This is known as scenario planning and is used by both private and public companies. Leaders use this method to predict possible future scenarios where their business could benefit from selling certain products or services. This allows company leaders to create long-term business plans that increase the company's profitability and stock prices over time. It also allows companies to avoid risky business ventures that can hurt company profits but may lead to unexpected benefits in other industries as well.

(Huikkola, Tuomas, 2017, p65)

Scenario planning is a powerful tool when applied to achieve the right objectives by leaders, government agencies, and businesses. Using this method can help prevent costly mistakes when dealing with deadly scenarios or unexpected crises. It can also help individuals prepare for future events without affecting current business operations. Basically, scenario planning is useful when applied towards creating useful plans for hypothetical situations in life.

(Hietajärvi, Anna, 2017, p145).

Successful businesses will plan their strategies against different scenarios. supermarket chain Aldi allocates space in its dry goods stores. This way, the chain can prepare its shelves against prolonged power outages during hurricane season. Additionally, they reserve space in their stores for perishables during prolonged heat waves. In this way, they can ensure that their customers always have fresh food during the hot season. Facing unexpected situations is essential to ensuring the continued success of any project. (Lehr, 2017, p98)

People should likewise prepare for the worst possible scenarios before planning the good ones. Imagine that your project fails dramatically at work or school. From there, you could be back in a bad financial position due to increased expenses from poor performance reviews. It is helpful to prepare early by thinking about how you will handle negative situations when they occur. Doing so helps you stay calm and make rational decisions under duress. It is impossible to succeed without a backup plan.

(Long, Dan, Zi-yaoXia, 2017, p98)

Scenario planning is a fun way to prepare for imaginative scenarios. There is no better way to learn than trial and error. With this method, you can learn what works and fails for you when pursuing your goals. Additionally, imagining possible situations forces you to think about potential problems before diving into new projects or tasks. Imagining possible outcomes from a task forces you to identify what worked and what didn't and use that knowledge for future projects. Basically, scenario planning helps you prepare for anything (Najah, 2018, p. 198)

**The importance of scenario planning can be summarized as follows:**

- 1- helps Scenario planning in preventing potential disasters

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Scenario planning helps companies predict the impact of different scenarios and identify weaknesses. Weaknesses can be avoided or mitigated more effectively by anticipating what might happen next than if a similar problem occurred in real life. For example, a company may find that it needs to change the terms of its contracts to protect itself from new risks, or to collect cash reserves to purchase future technology or equipment. Flexible business continuity plans and systems thinking protocols address similar operational issues and provide tangible future value.

(MacKay, R. Bradley, 2016, p98)

See a worldVUCA and the continuous changes that have been exacerbated by the Corona crisis, it is natural for the owners of companies and institutions to find their strategic plans fragile and incompatible with the new reality and its operations, as most of these organizations employ the planning approach based on an approach that assumes the linear nature of one path of events and variables, which is not Realistic, especially in situations of crisis and upheaval. Scenario planning also means preparing draft plans for each expected scenario, which requires accurate information about the strongest forces in the labor market, awareness of their impact, and superior ability to predict the future. All of this means more time, effort, and money spent in the planning process, something these people can't do and organizations don't like it. Shell spent more than 10 million pounds sterling on the global oil market scenario until 2050, but it was this unique plan that saved the company from the painful crisis that befell its competitors..

(Nyuur, Richard B, 2015, p98)

2- helpsScenario planning in planning for unexpected events

Scenario planning may include aspects of systems thinking, in particular the recognition that many factors may combine in complex ways, resulting in sometimes surprising future arrangements (due to nonlinear feedback loops). The method also allows the inclusion of elements that are difficult to formalize, such as new ideas about the future, profound shifts in values, and unprecedented systems or inventions. Visualization of the system used, combined with scenario planning, generates plausible scenarios, in which causal relationships between factors can be demonstrated. These cases where scenario planning is combined with a systems thinking approach to scenario development are sometimes referred to as "dynamic scenarios".

(Postma, Albert, 2015 p97)

Syntheses and rationales for factual changes and relevant social changes are called "scenarios". Screenplays often contain plausible but unexpectedly important situations and issues that are still in their infancy. Not all scenarios are possible. However, futures analysts select the features of the scenario in such a way that it is feasible and inconvenient. Scenario planning helps policymakers and companies anticipate changes, prepare solutions, and develop more robust strategies.

3- helpsScenario planning improves decision-making in your business

The main benefit of scenario planning is that it allows decision makers to make mistakes and learn from them without the real-life risk of job failure. Furthermore, scenario planning allows policy makers to make these mistakes in a safe, risk-free, and game-like environment, while developing fact-based solutions for each specific situation that may be encountered. This is an opportunity to "train for the future" and may not be repeated if it happens in everyday life, where every action and decision counts.

In order for these programs to maintain their effectiveness, periodic evaluation and monitoring is required to monitor influencing factors and their development or regression. Based on these meetings corrective decisions or appropriate initiatives can be taken for the proposed new developments. Dear reader, these steps may seem cumbersome to you and require more time and effort, but they are among the most successful planning methods, and their effectiveness and applicability have been proven in turbulent and unexpected situations. With the development of your organization and its practices with this approach more than time, you will acquire the necessary skills to use it, and flexibility in handling it, which gives it a head start over the competition. Al-Hamali(2016, p. 211).

### **Third :scenario requirements**

Scenarios help discover the future by changing your way of thinking based on a broader understanding and acceptance of new insights, opening up horizons for new perspectives and methods that can enrich future decision-making processes and direct our strategic choices for future success. Successful scenarios often arise when following simple rules and requirements expressed in the following points: (MacKay, R. Bradley, 2016, p121)

1 - Begin with a clearly defined central question that highlights the strategic needs of the target audience and presents it as a related question or series, while remaining focused on that question.

2- Keep it simple and avoid very complex scenarios in which the scenario is difficult to remember. Simple events and some codes and variables help managers understand them.

3- Let the decision-maker own the scenario. One of the most important factors leading to the success of the scenario is the direct involvement of key decision-makers as they are responsible for using the scenario and communicating with all individuals within the organization.

4- Avoid linear best and worst case scenarios. Each scenario should be based on a logic that is distinct from the others. Avoid setting odds and favor one situation over another. The mind must always remain open to all possibilities. If only one scene is chosen, or a favorite scene, it precludes consideration of other possibilities. All scenarios must remain equally active while strategizing.

5- Choose a small number of scenes, usually three or four.

6- Develop a creative name for the given scenario, based on themes related to the intrinsic nature and behavior of the scenario, that trigger a series of changes in the business context associated with the scenario

(Long, Dan, Zi-yaoXia, 2017, p151)

7- Adopting and adhering to the scenario development process. Participants by remaining involved contribute significantly to the development of the script, and continued engagement with participants outside of the script workshop creates a strong connection and commitment to the script.

As mentioned earlier, the scenarios are based on organizational change that will not happen without learning, so the organization must be very keen on learning in order to create a good situation.

- 1- Open to hearing multiple perspectives on success, the organization should:
- 2- It changes in a meaningful way and requires an internal or external drive to change in order to eventually be able to learn and develop scenarios with new ideas.
- 3- You have a good leader in developing scenarios. Can embrace the support of the process and take responsibility for the ideas generated
- 4 Be prepared to provide the necessary resources, as with any strategic development process, it takes time, money and effort

(Long, Dan, Zi-yaoXia, 2017, p135)

#### **Fourthly :Dimensions of scenario planning**

approved by the researcherThe following dimensions (external strategic analysis, strategic vision, strategic capabilities and work teams) to measure the strategic scenario planning variable and based on a study (2017,Yeow) and (Raford 2015) study, the following is an explanation for each dimension:

##### **A: External strategic analysis**

Organizations succeed when they adopt an appropriate strategy for their business or services, taking into account the circumstances they face. This is done through strategic analysis, which is an important process used to determine the best alternatives to the strategy that any organization may adopt. Strategic analysis of the external environment involves identifying and acknowledging the influences from external factors that regulate and affect their actions and their strategic position in the environment (2015:148Bartuskowa & Kiesta) The business environment is characterized by continuous change, and its variables are more dynamic and predictable than it was in the past, and changes in the past are slower and less variable than the variables of the current era, including the path of innovation and the pace of globalization, in addition to the continuous changes in legislation, culture and other parts of the environment. These changes can bring new opportunities for the development of the organization, but they also mean that there are threats, and it becomes difficult to monitor, study and predict the development of the environment (2016:572,Papulova & Gazova)The external environment is determined by factors outside the organisation. Formation, regardless of these factors, can have a significant impact on the growth and survival of an organization. Knowing the conditions of the external environment, they must identify and understand the most important threats and opportunities affecting the organization in the external environment, which is made up of many different factors, including Socio-demographic factors.

Identified technology, customer preferences, and relevant industry factors In this regard (Medina et al 2017: 7) Four influencing factors from the external environment: social and cultural norms, political reforms, legislation, and culture. From the foregoing, we can say that external strategic analysis is a general term for identifying opportunities and threats that have an impact on the organization and focus should be on revealing trends that may affect the organization in the future (Bartuskova & Kresta 2015:148).

Researchers define external strategic analysis as (the process of identifying opportunities and threats and validating factors affecting the organization from the external environment that affect the organization's actions and strategic positioning).

##### **B strategic capabilities:**

It is the main driver for business organizations to plan their work and activities to overcome their competitors, achieve their goals and gain competitive advantage. Particular interest in it emerged in the early 1990s as a new concept in the field of strategic management (Thursday, 2017, pg. 18) It is the accumulation of knowledge and skills of organizations that enable them to coordinate their operations. They are categorized in many ways, but in general they can include technology, product development, manufacturing operations, marketing, logistics, and management skills. (148: 2017, Seyhan et al.)

A set of strategically important internal resources that many organizations can outperform competitors by having and identifying special skills and capabilities. It is the set of accumulated skills and knowledge that enables the organization to stay at the forefront of its activities and benefit from its assets. The resource-based perspective holds that

The manner in which the organization deploys resources to achieve the desired goals has also been described as a "complex package" of information and capabilities that enable the organization to carry out activities and have an effect on improving organizational performance in the long term and provide indicators from the environment for a specific strategy. Goal resources, on the other hand according to the researchers, The strategic capabilities of an organization depend on the financial and physical assets, organizational structure, technology and human resources (2: 147 2017, Seyhan). This is an important source of competitive advantage, which in turn affects the degree of strategic success. Based on (2017: 30 Huikkola and Kohtamaki), enterprises often lack the administrative and financial resources so that managers can determine their capabilities and must develop strategic development plans based on strategic capabilities in the coming years to create, invest, enhance or even launch. It has been described as an accumulation of skills and experience, while others believe it reflects the origins and activities of the organisation

) Al-Abadi, 2014, p. 198(

The researcher knows Strategic capabilities are (experiences, capabilities, activities and procedures followed by the organization and its combination of material and human resources that distinguish it from other organizations and enable it to improve performance and lead the educational process effectively).

#### A: Strategic vision

There are different definitions of a strategic vision, and despite its importance, the vision is still not defined within a universally agreed upon framework. It is defined as a mental image of a possible and ideal future state of an organization, describing what is expected to happen. In the future, a vision cannot be powerful unless it is shared by executives, founders, and leaders. Leaders must first develop a mental picture of what the organization might be like in the future. This mental image may be vague, like a dream or a mission statement (Abdel-Aal, 2017, p. 134)

He refers to it as a statement of the ideal future state of an organization in a competitive field defined by messages. As described as cognitive structures or mental models and conceptual representations, both are used to understand system operations and direct actions within the system, and the strategic content of the vision may focus on products and services on, market, organization, even the ideal, in this regard, that the leader plays a role in formulating the vision And he must first form a possible and ideal mental picture of the future state of the

organization, the main point is that the vision draws a realistic, safe, attractive and enjoyable future for the organization that describes the leader and the role of the leader in defining the vision, where everyone can participate because the organization must define its vision in broad and clear terms. The leader's role is to articulate, obtain approval, and then implement the vision, which requires open relationships with employees and face-to-face communication. When he is not personally candid, there can be a vision that will not be successful if expressed.

#### **Organization development**

The current research is compatible with the research that defines the strategic vision as (the essence of the strategic process whose directions and activities are derived from the organization's philosophy and through which the organization expects an ambitious future image for it. Hopefully within the framework of a competitive environment).

#### **D- work teams**

Work teams are one of the ways in which work is done in modern organisations. While individuals have great ideas and decisions, these decisions and ideas are refined and implemented by work teams where individuals work together to achieve goals and rely on each other, and each of them has experience in finance, technology and planning differently, and they have different skills. When these experiences and skills are shared, the results are amazing. Team members do not have to help and work hard to develop, follow and implement team policies and procedures, understand how to collaborate and contribute to coming up with ideas, generate alternatives, discuss creative ideas and express their ideas without feeling intimidated or ridiculed.

describe it)Hana ,2016, p. 98)That it is an integral part of the organization's work, whose success depends on its willingness to contribute and participate in order to facilitate and enhance a positive and effective team environment. Team members must be flexible and adapt to the purpose of a collaborative work environment, where goals are achieved through cooperation and social interdependence rather than individual goals. In this regard, he noted(Sousa, Jesus Maria, 2016) That effective modern organizations require the use of work teams for different functions, where work teams play a major role in the so-called executive transformation and institutional revival. mention each(Win, T, 2016, p98) The effectiveness of work teams depends on many factors, including population diversity and perceptual and cognitive abilities, which are related to performance, sensitivity and competence, as researchers have observed in team formation influences on factors such as personality and cognitive abilities, which are psychological traits at the individual level. To ensure that the required level of performance is achieved, trust must be built among the team members, and this is done through several steps, including commitment without hesitation, checking the information provided to the team, showing flexibility and creativity, and working with everyone when making decisions, as individuals usually trust those who make They do their best to make informed and balanced decisions. There are different models and classifications of work teams, including what he referred to(Win, T, 2016, p101), which are:

A- General patterns: General patterns represent an attempt to distinguish between broad categories of work teams, which can be grouped into six categories: 1) production 2) service 3) management 4 project 5 work and performance1) consultation

The production team is the core workforce that produces tangible products on a regular basis, while the service team conducts frequent transactions with clients. Management teams include responsibility for directing and coordinating the executive level units under their authority; Project teams are temporary entities that perform ad hoc tasks at specific times and then solve those problems; Performance teams are made up of specialists who are involved in complex constraints.

**Basic distinguishing feature:** It is the ability and necessity to form task forces that are immediately ready to perform tasks together effectively, including air and military task forces, combat units, and surgical teams. It is important to note that task forces are used for teams where tasks are complex if extensive experience, extensive training, and standard and performance guidelines are required.

**Known:** The work team is (a group of people who work together and rely on each other and exchange experiences and skills to achieve goals).

(Yeow, S, 2017, p98)

The second axis: strategic leadership

Strategic leadership

The concept is widely used by institutions and the various approaches that interpret it, as a vital component, it should be noted the various dimensions associated with it, and the evolution of its use. To include strategic management as its opposite, in the context of business And the orientation towards creating well-being, so the overlap appeared between strategic management and entrepreneurial activity through the integration of strategic management in the various innovation and creativity works that enhance the competitiveness of the enterprise, as well as what it adds to the support of the strategic partnership, resources and education in the field of industry.

First: the concept of strategic leadership

Leading in the Arabic language is derived from the verb (rad) And he wanted the pasture, and he wanted it in abundance, and he frequented it, i.e. searched for it and asked for it, and (Raed) He was the one who was sent by his people to explore new places to eat and rain.

The word entrepreneurship is of French origin and means a person who initiates or initiates the establishment of a business, and the first to use this term was the famous French businessman Jean Baptiste.

It is defined as the set of activities, methods and practices adopted by business organizations and their managers to build the appropriate position in the market, create opportunities and invest valuable resources in ways that are difficult for competitors to understand or imitate. (Hitt, Ireland & Hoskisson, 2007: 366). It is that strategy that the organization adopts with the intent of competing and adapting to the environment, and the leadership strategy is developed by a strong-minded individual by focusing on opportunities, secondary problems, and major and partial decisions in order to grow the organization (Wheelen & Hunger, 2010: 435).

It is defined procedurally as practices, creative means, and activities based on searching for opportunities to apply entrepreneurial thinking, entrepreneurial culture, and entrepreneurial leadership in education departments in the Kingdom of Saudi Arabia. To build a unique

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competitive advantage in ways that competitors cannot understand and simulate in order to achieve the goals of education.

**The concept of leadership consists of three dimensions, which are as follows:**

Inventiveness(Innovativeness): It represents unfamiliar creative solutions to solve problems and meet needs, which take forms of modern technologies.

risk(Risk): It is a risk that is usually calculated and managed, and includes the desire to provide basic resources to invest an opportunity while bearing responsibility for failure and its cost.

proactivityProactiveness: It relates to execution with action in order for leadership to be fruitful.

**Definition of strategic leadership**

Strategic leadership is the integration of the entrepreneurial perspective (the search for opportunity) and the strategic perspective (the search for advantage), to design and implement entrepreneurial strategies that create well-being, and that this integration is necessary for organizations.(Kyrgidou & Hughes, 2010:48)) to six elements of strategic entrepreneurship, and these elements are (opportunity identification, growth, creativity, risk taking, flexibility, and vision), while (Kraus et al, 2011:63) referred to new dimensions in addition to the previous ones are (resources, capabilities, strategy, entrepreneurship, environment, as well as organizational structure), which contribute to creating value by combining entrepreneurial and strategic elements that are managed through resource management and dynamic capabilities. We conclude from this that the approach to the resource-based view has a role in shaping strategic leadership to maximize well-being, so the integration between entrepreneurship theory and strategic management and the outcome of strategic leadership helps institutions and entrepreneurs to develop without competition because they will create unique resources of creative value for society.

Several points can be drawn about this concept as follows:

- The concept of strategic leadership emerges through the process of integration between the strategic perspective leadership perspective.
- Strategic leadership is a philosophy of strategic practices aimed at integrating vision and entrepreneurial ideas, practices and behaviors by diagnosing appropriate entrepreneurial opportunities and facilitate its exploitation.(Hussein, 2013, pp. 386, 387)
- It aims to find ways to transform the capabilities of leaders and workers into actual and realistic action to bring about drastic changes.
- This concept is related to the creation of new ideas, to provide distinguished services and products or a production method More efficient.
- Strategic leadership includes procedures, activities, practices and behaviors that direct the organization's behavior to search for current and future opportunities, and even to create and invest them in order to achieve the organization's goals. And the distinguished position among competitors.
- The concept involves characteristics and behaviors related to initiating, planning, and enduring action Risks and creativity in managing it.

**Entrepreneurship as a strategic input**

1. Determine the future vision of the institution;
2. Divide the internal environment and analyze the organization's position compared to competitors in terms of strengths and weaknesses;
3. assessment of the external environment (opportunities and threats);
4. Determining potential strategic alternatives according to the process of balance between the internal and external environment;
5. Carrying out the process of strategic selection and comparison between the strategies required to achieve the goals;(Jawad et al., 2010)

#### Leadership and strategy implementation phase

1. Making leadership changes at appropriate management levels.
  2. Entrepreneurs are motivated by financial and moral incentives.
  3. Developing and developing managers who will occupy strategic positions in the future.
- (Al-Ghalbi, 2009, p. 42)

#### The importance of strategic leadership

1. Setting long-term priorities for the organization in light of the current mission, changes and transformations in the surrounding environmental conditions, and with the development of the organization in its various stages;
2. Giving a general direction within which more specific and detailed objectives are set for the lower levels and different units, consistent and harmonious with the general directions of the institution;
3. Assistance in defining the main and subsidiary activities of the institution and the works that need to be carried out in the various fields of activities in order to enable the achievement of priority goals in the extended time periods;(Al-Agha, 2009, pp. 5, 6).
4. Determining the endpoints that the strategy should seek to reach, and then determining the basis on which to judge the success of the strategy or not;
5. facilitating managerial well-being through criteria derived from objectives that are used in evaluating the overall performance of the organization;
6. These objectives reflect the vision of the institution and may differ from one institution to another and from one activity to another, but with the development of the institution and its attempt to remain in a distinguished position in the competitive market, and with the increase in the need to build systems and develop institutional policies, which prompts the development of other goals in a long-term message, hence The need for strategic planning appears along with strategic thinking.

#### Dimensions of strategic leadership

Organizations in all their forms seek to provide products and services and organize many aspects of life, in order to adapt to the changes surrounding them for the purpose of providing new and distinctive services that have worked on following different management approaches, including strategic leadership, which assumes that the speed of change that characterizes the modern era forces organizations to To be a leader in her business, and to make her decisions, as well It requires administrative leaders to realize the basic strategic leadership dimensions in order to find the appropriate mechanisms to apply them in order to achieve the objectives envisaged by them.(Al-Otaibi, 2020), and the researchers differed about the dimensions of strategic leadership, as they differed about the concept, as the cognitive backgrounds of writers

and researchers in the field of strategic leadership influenced their concepts. Dimensions are: (Entrepreneurial thinking or entrepreneurial mindset, entrepreneurial culture, entrepreneurial leadership).

– **Entrepreneurial thinking**

Visionary thinking is of great importance, whether for managers or employees in institutions, as it is the way To achieve entrepreneurial work, entrepreneurial thinking focuses on realizing benefits under conditions of uncertainty, as it contributes to achieving competitive advantage and creating wealth. (Hamid, 2015), and the entrepreneurial mentality, with its pioneering thinking that is capable of planning and seizing opportunities, is a key factor in strategic leadership efforts. The entrepreneurial mentality is characterized as an individual and collective phenomenon at the same time (2000, Themar & Thoenig) It serves as an effective way to think about the various administrative and organizational processes and focuses on taking advantage of the advantages of ambiguity and uncertainty that the reality environment suffers from. Those positives that make institutions excel in their entrepreneurial performance over other institutions. In building the added value sought by the educational institution, as well as considering it as an obligation to achieve institutional sustainability (modern, and Ismail 2014) Entrepreneurial thinking is a prerequisite for strategic leadership requirements, as it focuses on the methods and methods of thinking, and the entrepreneurial awareness necessary to lead and manage the organization in the application of strategic leadership in the field. Entrepreneurial thinking is defined as: a specific mental state that directs human behavior towards entrepreneurial activities and results, and individuals who are distinguished entrepreneurs looking for opportunities, innovation, and new values (2015, Canals). As for Dhliwayo and Van (2007), they referred to the concept of the entrepreneurial mindset as a way in which entrepreneurial thinking and transactions take place, and opportunities are exploited from cases of uncertainty..

In this study, it is defined as: the method that directs the behavior of educational leaders in education departments in the Kingdom of Saudi Arabia towards pioneering practices and activities, in which it is possible to exploit Opportunities to achieve competitive advantages. Based on the foregoing, it is clear that the contents of entrepreneurial thinking are based on shaping the future by searching for entrepreneurial opportunities and exploiting them, and then transforming them into unique competitive advantages, and ensuring the provision of competitive services in the present and the future..

– **Entrepreneurial culture**

is understandable Entrepreneurial culture A well-known and applicable concept in various fields, and it is considered an essential requirement for strategic leadership. Entrepreneurial culture is a system of shared values (that is, what is important) and beliefs (that is, how things work). Which formulates the organizational structure of the organization and the work of its members to set behavioral standards (i.e. the way to complete the work in the organization), and the entrepreneurial culture includes taking risks and working in an uncertain environment and studying about opportunities and advantage. The structure and nature of the procedures that the institution follows in order to set and define the behavioral standards for its members.

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The entrepreneurial culture is the result of what the workers acquired in terms of behavioral patterns, ways of thinking, values, habits, directions, and entrepreneurial strategic skills before joining the organization in which they work (Ali,2020).

As-Hit(Hit et al. 2001) The existence of an entrepreneurial culture in the learning organization is essential within the framework of competition that helps innovation and speed of response to technical and environmental developments to achieve competitive dynamic merit and entrepreneurial organizations use organizational learning to create limited skills and resources (Abdul Hussein,2015).

as confirmed (Wheelee Hunger (2001) The need to develop an entrepreneurial culture that allows departing from the traditional patterns through which the organization thinks and seeks development, and openness to new technologies to benefit from them in carrying out its various activities and providing distinctive products or services to its customers, and the need to enjoy a high degree of flexibility and adaptation to changes that may occur in The external environment and the willingness to endure some failures (Wise,2017).

The entrepreneurial culture is one of the most important factors that determine the attitudes of individuals towards initiative and creativity at work, as the culture that encourages and appreciates entrepreneurial behaviors such as risk, independence, achievement, and others helps in promoting the possibility of radical changes and innovations in society. On future events, we do not expect risk and creativity behaviors to spread (The Secret, 2017).).

Entrepreneurial culture is defined in this study as: the beliefs, expectations, and values shared by the members of the education departments in the Kingdom of Saudi Arabia, and draws its procedures and governs the behavioral standards of its members, in a way that supports work towards a high-value goal with creativity, while constantly searching for sustainable competitive opportunities..

– **Entrepreneurial leadership**

Leadership is one of the most exciting topics in the educational field. It has become the criterion that determines the success of any educational institution. Educational leadership is the essence of administrative work. Because it represents a factor in the success or failure of the educational administration, and its role stems from the fact that it plays a fundamental role that affects the elements of the administrative process, making the administration more dynamic and effective, and acting as a driving tool to achieve its goals..

Entrepreneurial leadership is one of the most important vital components of organizations in general, which contributes to an active role in the process of development and leadership of creativity. Entrepreneurial leadership is defined as the entrepreneur's ability to anticipate, visualize, maintain flexibility, think strategically, and work with others to initiate changes that create the bright future of the organization. It expresses The coherent relationship between entrepreneurial leadership and enterprise functions(2007, Kuratko), as reported by Hitt et al. (2003, Hitt et al. It is the ability to anticipate and anticipate the future, and to maintain the required levels of institutional flexibility, in addition to enabling other workers to contribute to bringing about the desired strategic changes in organizations. Effective leadership is associated successfully with all types of institutions of all kinds, and the successful style of leadership is entrepreneurial leadership through the ability to influence others to manage

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resources strategically, and to emphasize study behaviors about opportunity and advantage (Mohutsiwa, 2012)

It is defined as the existence of an ability to predict a solution to the problem, and the existence of a leadership pattern followed to make individuals personally trust the techniques of that person who motivates them to work indirectly according to the systems (Al-Qurna, 2014), a leadership that believes in the importance of reducing red tape, and allowing employees to apply their creativity to create products or new and innovative services (Al-Hawajrah, 2018). Thus, the importance of the role played by entrepreneurial leadership in developing the performance of community organizations, including education departments and institutions, is evident. The availability of leadership with a strategic orientation that is able to anticipate the future, formulate a pioneering vision and goals, and develop a system to motivate workers to adopt them. The institution will inevitably be entitled to its goals and excellence and support its ability to compete.

Based on the foregoing, the current study defines entrepreneurial leadership as the extent to which educational and administrative leaders in education departments have the ability to influence others. In order to achieve competitive advantage and unique opportunities in creative ways.

Elements of strategic leadership

Innovation: By it we mean new ideas, provision of goods and services, application of organizational culture and organizational structure, use of control method, business management and human resources effectively;

Risk taking: by providing enthusiasm, daring, and risk appetite;

Vision: We mean the pioneering vision, the adoption of creative ideas by strategic management, the instillation of organizational culture, the use of participation methods and specialized work teams, the use of motivation, compensation and reward methods, in addition to the need to adopt innovation and change in line with the needs and expectations of stakeholders.(Ali, 2020)

w. Entrepreneurial organization: which is the desire to respond to rapid technological developments by finding an alternative organizational structure that is more effective and efficient, having information and communication networks, increasing innovation and reducing time in decision-making.

c. Flexibility: It is a rethinking of the organizational structure, strategy and culture, so that it can respond quickly to sustain competitive advantage in the long term and adapt to rapid changes in the market.

h. Human capital: human capital control, commitment to work ethics, productivity, and entrepreneurial organizations push workers to compete and provide more effective services to customers.

x. Entrepreneurial competitive advantage: by building exclusivity in resources and merit in competition, and for resources to be scarce and cannot be imitated

PropsstrategicallyTpioneering

Creativity: Renewal means reshaping or reworking new ideas that come from something new, and a solution to a problem or a new idea is reached and applied, which is the tangible part

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associated with implementation or conversion from idea to product;(Al-Hadithi, and Ismail, 2014)

**Innovation:** It is reaching a new idea related to technology and affecting organizations, which is the part associated with the new idea, and an innovative organization is that organization that creates things of value in services, ideas, procedures and processes, within a group of workers with each other in light of the social framework of the organization that consists of individuals and groups to influence the behavior that defines the organizational innovation of the organization;

**Risk taking:** It is for the entrepreneur to take the risk of launching new products on the market, taking into account the risks of ambiguity and uncertainty in the market. Risk taking is defined as what is taken into account with the possibility of exposure to loss.

**Uniqueness:** It is the introduction of new methods, whether technological, new products, or a new method in providing the product or service, or in managing and structuring the organization, in a way that is different from others.

**Initiation:** It is participation in future problems, needs and changes, and the extent to which new products, technology and management techniques are presented. Initiation is the ability to take a higher risk than the environmental conditions surrounding organizations.

**Characteristics of institutions that use strategic leadership as a developmental input**

1. The organization operates in the light of a well-thought-out strategic plan based on sound scientific foundations that all employees adhere to, and to achieve a high level of competitiveness both internally and externally.
2. Entrepreneurial organizations adopt an organic organizational structure, reduce bureaucratic obstacles that prevent innovation, and allow rapid response to market and industry requirements;
3. These organizations are more interested in setting up entrepreneurial projects and move quickly to do the required work.
4. The individuals in these institutions are the source of innovation and entrepreneurship, so they adopt individuals who have entrepreneurial and innovative talents by encouraging personal initiatives and accepting risk;
5. The closeness of these institutions to their customers through the quality and quality of products and services they provide compared to what competitors offer;
6. The entrepreneurial organization has the ability to create and innovate through new products or new production methods, new models and markets based on strategic management oriented towards improving performance.(Al-Ghalbi, 2009)

**Strategic leadership taskse**

1. Identifying the available strategic alternatives and comparing them;
2. Choosing the best strategic vision for the organization by building the mission, vision, and objectives of the organization in a creative and creative manner;
3. Comparing between the available strategies in a way that enhances the organization's leadership to achieve various goals;(Mintzberg, 1973-53)
4. put the strategy into action by creating the right conditions; Evaluating the chosen strategy in the implementation stages and making appropriate decisions;

**Featurespioneeringstrategie**

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Partnership Building: Among the transferable skills of the strategic entrepreneur is what Socrates defined as attracting allies and collaborators, and I will call it partnership building, which is the fifth public function of the strategic entrepreneur..

The condition of primary necessity for a successful ally or partner, then, is a common goal. Of course, achieving the desired end must be in the interests of both parties, but they define their interests if the potential contributions of partners towards the common goal are integrated, such as those that team members participate in the real team, the better.(Sakarna, 2005)

And using the three circles model to illustrate:

- What is our common mission?
- How can we do our best working as a team?
- How can each individual (in the department or the whole organization) do their best?

Instilling the institutional spirit: The task of leadership is not to introduce greatness into people, but rather to extract that greatness. Because it already exists.

A factor specific to groups or institutions is what the French call *esprit de corps*. The phrase describes the feeling of sincerity and pride towards the group to which the individual belongs. It also refers to the synergy between the members of the group or the company, which goes beyond the mere sum of its divisions. If you can collect that and confine it to one stream, great things can be achieved.

Propensity to take risks: Pioneers have a higher propensity to take risks than others (arguably above average but not high). They are not gamblers who play under a high degree of adventure and risk, rather they calculate the degree of risk, arrange, organize, study, analyze and plan so that they can bear the risk, if the degree of risk is calculated. Calculated Risk The calculations indicate that they are reasonable and the chances of success are high, so they take the risk.

pioneering The strategy and management The strategy

While the field of leadership and strategy is developing independently during the recent decades, there have been many developments that have taken their position towards mixing both perspectives, for example: studies in the field of strategic management that revealed - gradually - the relationship between strategy and leadership, which dates back to (1973). Mintzberg; The source of the strategic leadership industry was presented, and Convin & Slevin (1989) presented the concept of the strategic position of leadership within the organization. Sandberg discussed the link between the field of leadership and strategic management as organizational leadership; As he believes that each field can learn from the other, and there are specific areas in the research and theory of strategic management related to many topics in leadership, including: the formation of new business innovation, the search for opportunities and the assumption of risk, and Kuatko & Andretsch mentioned a number of common factors between leadership and management strategy in specific areas, including innovation Networking, Internationalization, Organizational Learning, Senior Management Teams, Governance and Growth Kuratko & Audretsch, 2009).

have proven (Sandberg) that the focus of the connection between the areas of leadership and strategic management is strategic leadership, and each field can learn from the other and there are specific areas in strategic management research and theories that can be linked to several topics in leadership (meaning strategic entrepreneurship). Hit & Ireland has recently

developed seven key content areas that lie at the intersection of leadership and strategic management: Innovation, Organizational Networking, Founding Organizational Learning, Senior Management Teams Governance, Growth, Resilience and Change (Hitt & Ireland, 2002). Many writers, including (Cornwall & Perlaman, 1999: 20), believe that it is very important to address leadership from the point of view of strategic management. This is to ensure its success, as strategic leadership must be part of the broad strategic plans of any organization, and it must also be an integral part of the implementation of these plans..

Strategic leadership and leadership strategies

Strategic leadership includes entrepreneurial actions with strategic perspectives. Organizations can identify opportunities but cannot exploit them (Ireland, Hitt Simon, 2003). Likewise, organizations that currently have competitive advantages but do not have new opportunities to know and exploit those advantages expose themselves to an increasing risk, as global competition changes limit their ability to sustain and stay in the competition arena, and superiority is achieved only when organizations combine the behavior of searching for opportunities (i.e. leadership) With feature-seeking behavior (i.e. strategic management) Thus relying on the entrance of strategic leadership in developing its capabilities.

Leadership and strategic management focus on how organizations create change by exploiting opportunities that result from uncertainties in their external environment (Hitt, Ireland, Camp et al., 2001; Ireland et al., 2001); Therefore, organizations create wealth by identifying opportunities in their external environment and then developing competitive advantages to exploit them (Hitt, Ireland, Camp et al., 2001, 2002; Ireland et al., 2001). Thus, we conclude that strategic leadership results from the combination of leadership and knowledge of strategic management, as it includes six areas as defined by it Ireland and others, namely: innovation (delivering and implementing ideas), networking (providing access to resources), internationalization (rapid and expansive modification), growth (inducing success, change and organizational learning), senior management teams, and governance (emphasizing effective selection and execution of strategies). Hint et al. review these areas and add that international relations should include extranets.) And while featuring these two The two models emphasize networks, learning, and growth Hitt And others pilot projects and added the need to focus on the development of a competitive advantages sustainable (Hit et al, 2002). Finally it has been made clear Hitt and his associates stated that it is difficult to define a single meaning linking strategic leadership and leadership strategy, but the leadership strategy is linked to many components, including the entrance to strategic leadership. (Sakrna, 2010:51)

And it is considered Morris states that entrepreneurship strategies are based on everything new, innovation and adaptability, as well as the ability to compete and achieve a competitive advantage. For this reason, entrepreneurial organizations must search for appropriate opportunities for excellence, as well as appropriate resources to win opportunities, and taking into account the benefit of talented workers. And their entrepreneurial capabilities that lead to achieving differentiation for business organizations, and through this, the capabilities and skills of workers are developed within the philosophy of investing in human resources, and thus it becomes clear that entrepreneurship strategies are concerned with building the ability to achieve the required difference between cost and return, and that cost leadership and work differentiation is the essence of entrepreneurial business In order for organizations to achieve

this, the organization must employ qualified workers, train them, motivate them, support them, and put them in the appropriate places to perform their work.(Sakarna, 2010:5150)

Many thinkers support the idea that leadership strategies are concerned with developing the organization's skills, building and preparing new programs better and faster than competitors, and following the context of constructive demolition. This perception can be a strategy in itself, and this behavior represents the beating heart of a culture. organizations; Where change is a chronic disease(Dareen and Rahal, 2010).

### **The third topic: the practical framework of the research**

#### **Method and tools**

touchesThis section explores the method of selecting the research sample, as well as the tools used in collecting data and methods of analyzing them.

#### **How to select a research sample**

##### **First: the research method**

The researcher relied on the descriptive approach as it expresses the social phenomenon to be studied quantitatively and qualitatively. The research relied on two main types of data:

##### **1-Primary data**

This is done through field research and collecting the necessary information from the research community, and then dumping and analyzing it using a programStatistical Spss and the use of appropriate statistical choices in order to reach indications of statistical value and indicators that support the subject of research.

##### **2-Secondary data**

This is done by reviewing books, periodicals and publications related to the role of scenario planning in developing strategic leadership to enrich research in a scientific way.

##### **Second: the research community**

The research community consists of:Managers of commercial companies in Baghdad .

#### **Used equipments**

##### **First: the search tool**

After reviewing the relevant literature and studies, the researcher found that the most appropriate means of collecting information is the questionnaire. The questionnaire was designed in accordance with the research objectives as follows:

- 1- Preparing a preliminary questionnaire to be used in collecting data and information;
- 2- View the questionnaire onA group of experts and arbitratorsin order to test its suitability for data collection;
- 3- The questionnaire was presented to a group of arbitrators, who played their role;
- 4- Distribute the questionnaire to all sample members to collect the necessary data for the study.

The search tool consists of two parts as follows:

- **section One:**The phrase “a collection of personal data” in order to clarify the characteristics of the research sample, including gender, age, educational level, and monthly income.
- **Section Two:**It included phrases that measure the research variables, and the questionnaire consisted of 22 items about each of the role of scenario planning in the

development of strategic leadership. A five-point Likert scale was used to measure the respondents' responses to the questionnaire items, as shown in Table No. (1).

**Table No. (1): Scores of the five-point Likert scale**

Strongly Disagree	not agree	neutral	OK	Strongly Agree	1Response
5	4	3	2	1	Degree

## **Second: the validity and reliability of the questionnaire**

The validity of the questionnaire items was verified in two ways:

### **1- Apparent honesty (honesty of arbitrators)**

This was done by presenting the questionnaire to a group of professors in order to ensure the validity and integrity of the language of the questionnaire.

### **2-Alpha Cronbach method**

Alpha Cronbach: A measure or indicator of reliability of the questionnaire as a second method of measuring reliability. Therefore, the researcher calculated the stability coefficient for all the statements related to the questionnaire.

The stability of the research tool is studied through the value of Cronbach's alpha stability coefficient (Cronbach Alpha) for each dimension, this coefficient measures the internal consistency of the items on the questionnaire. According to a study by researchers Strong and Hensley, in order for the stability of the tool to be achieved, the Cronbach alpha coefficient must be greater or equal to 0.60. , and the stability coefficient was (0.841).

## **Third: Statistical processing methods**

The researcher downloaded and analyzed the questionnaire through a programSpss and the following statistical tests were used:

- percentages and frequencies;
- Pearson correlation coefficient for measuring the validity of paragraphs;
- Alpha Cronbach test to see the stability of the questionnaire items;
- a testt for the difference between the mean of two independent samples.

## **Fourthly :Findings and discussion of the research**

In this section, the results of the research will be discussed and an attempt will be made to discuss and give explanations for these results.

### **Fifth:research results**

#### **1-Characteristics of the research sample by gender:**

Table No. (2) includes the characteristics of the research sample in terms of gender.

**Table No. (2): Distribution of respondents by gender**

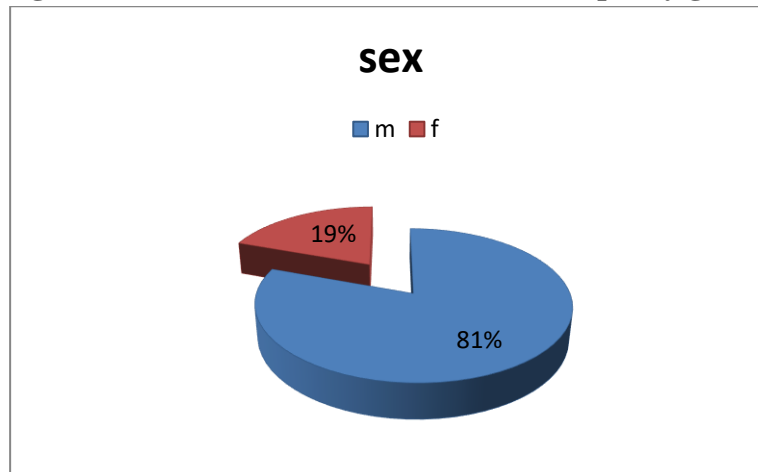
The ratio (%)	Repetition	sex
80.53	91	Mention
19.46	22	feminine

100	113	the total
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**Source:**Prepared by the researcher based on the results of the statistical analysis

From Table No. (2) we note that the percentage is 80.53% of the respondents were males, while the percentage of females was 19.4% of the respondents. This indicates that the society in question is male-dominated. Below is an illustration of the distribution of percentages in a relative circle.

**Figure (1): Distribution of the research sample by gender**



**Source:**Prepared by the researcher based on the results of the statistical analysis

## 2-Characteristics of the research sample by age:

Table No. (3) represents the characteristics of the sample under study in terms of age.

**Table No. (3): Distribution of respondents according to age**

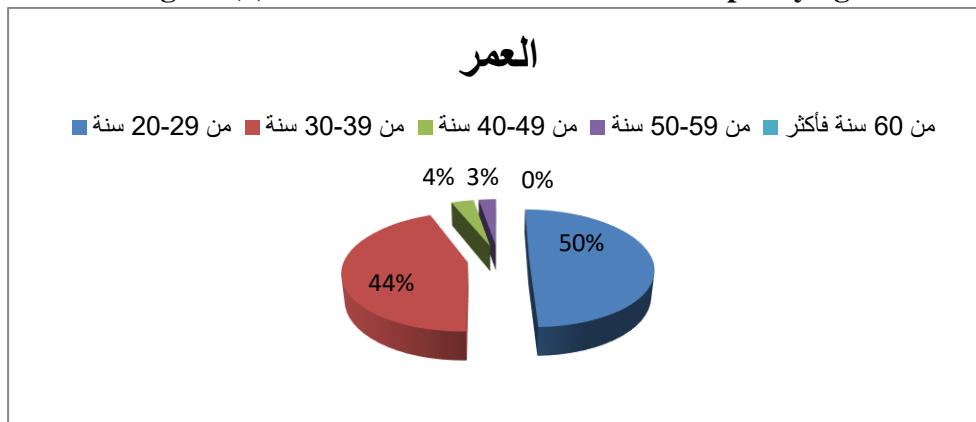
The ratio (%)	Repetition	the age
49,6	56	From 20-29 years old
44,2	50	From 30-39 years old
3,5	4	From 40-49 years old
2,7	3	From 50-59 years old
0	0	From 60 years and over
100	113	the total

**Source:**Prepared by the researcher based on the results of the statistical analysis

The results of Table No. (3) indicate that the equivalent is 49.6% of the respondents to the questionnaire were between the ages of 20 and 29 years, that is, within the limits of half of the research sample. As for those between the ages of 30 and 39, they make up 44.2%, and those in the age groups 40 to 49 and 50 to 59 come in third and fourth place with 3.5% and 2.7%. This is evidence that the society in question is young and can be exploited by imparting it with

a certain culture as it is capable of learning. Below is an illustration of the distribution of percentages in a relative circle.

**Figure (2): Distribution of the research sample by age**



**Source:**Prepared by the researcher based on the results of the statistical analysis

### **Third: Characteristics of the research sample according to the educational level:**

Table (4) shows the characteristics of the sample in terms of educational level or qualification For managers of commercial companies in Baghdad.

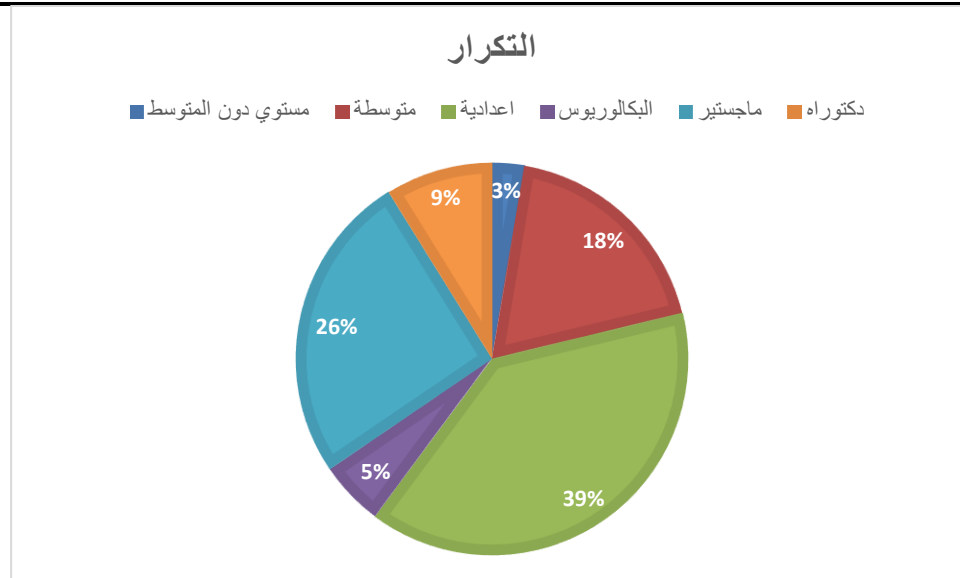
**Table (4): Distribution of respondents according to educational level**

The ratio	Repetition	Educational level
2,7	3	primary
18,6	21	Medium
38,9	44	Prep
5,3	6	BA
25,7	29	Master's
8,8	10	Ph.D
100	113	the total

**Source:**Prepared by the researcher based on the results of the statistical analysis

From table (4), the employees who obtained a master's degree constitute 25.7% As for holders of a doctoral degree, they represent 8.8%, while bachelor's and junior high school degrees make up 5.3% and 38.9%, respectively, of the research sample. We find that those with an intermediate level constitute 18.6%, while those with a primary certificate represent 2.7%, and this percentage is considered a very small percentage. Below is an illustration of the distribution of percentages in a relative circle.

**Figure (3): Distribution of the research sample by educational level**



**Source:**Prepared by the researcher based on the results of the statistical analysis

#### **Fourth: Characteristics of the research sample according to monthly income:**

Table No. (5) represents the characteristics of the distribution of the sample of the community under study according to the monthly income of the respondents.

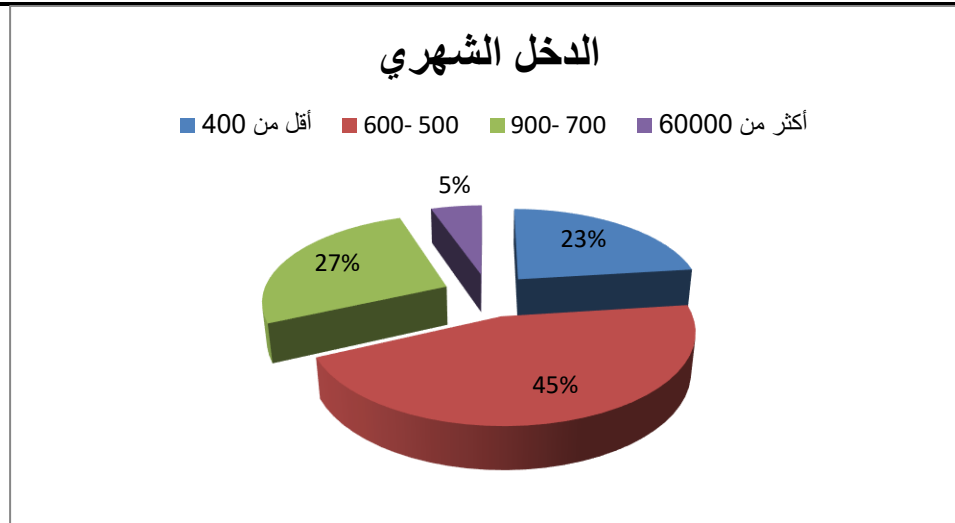
**Table (5): Distribution of members of the community sample according to monthly income**

The ratio (%)	Repetition	Monthly Income (Iraqi Dinars)
23	26	less than 400
45,1	51	500- 600
26,5	30	700- 900
5,3	6	More than 900
100	113	the total

**Source:**Prepared by the researcher based on the results of the statistical analysis

Table (5) shows that people with incomes between 500-600 dinars represent 45 percent% of the respondents to the questionnaire, which is the highest percentage. As for those whose income is between 700-900 of the respondents, it represents 26.5%. Those with an income of less than 400 and those with an income of more than 900 come in at 23% and 5.3%, respectively. Below is an illustration of the distribution of percentages in a relative circle.

**Figure (4): Distribution of the research sample by monthly income**



**Source:**Prepared by the researcher based on the results of the statistical analysis

### Discuss and interpret the results

#### First: Studying and testing the validity of research hypotheses:

##### 1- The nature of the distribution of model variables:

In order to test the validity of the research hypotheses, the dimensions of the research model must be subject to a normal distribution. This condition is achieved if the torsion coefficient (Person) is confined between 3 and 3 - and this is according to a study by the researcher.won in 2004.

Table No. (6) shows the value of the torsion coefficient for the various research variables.

**Table 6: Torsion modulus**

torsion modulus	variable
0,284	External strategic analysis
0,683	strategic capabilities
0,466	Strategic vision
1,163	Scenario planning
0,848	Strategic leadership
1,509	work teams
1,549	Entrepreneurial thinking
1,328	Entrepreneurial culture
0,444	Entrepreneurial leadership

**Source:**Prepared by the researcher based on the results of the statistical analysis

Through Table No. (6), we notice that the torsion coefficient is between 0.284 and 1.549, and this is within the range  $[-3,3]$ , meaning that the distribution of this sample is subject to the normal distribution, that is, the procedure for selecting the validity of the hypotheses can be completed.

##### 2- Testing the validity of hypotheses:

**1.2 Testing the validity of the first and second hypotheses:** To test the validity of the two hypotheses, we rely on the arithmetic mean of the respondents' answers. The arithmetic mean for the independent variable, which is scenario planning, is approximately equal to 2.56. Returning to the five-point Likert scale, we find it close to the middle of this scale, meaning that scenario planning for clothing managers is not strong, not weak, but medium. So the first hypothesis, which is that there is, is denied. Powerful scenario planning in the institution.

The arithmetic mean for the dependent variable is Strategic leadership. It was approximately equal to 2, and this corresponds in the five-point Likert scale to the response of the respondents, meaning that there is a level for strategic leadership high at Circumstance manager. So the second hypothesis is acceptable.

## 2.2 Test hypotheses of the effect of the independent variable on the dependent variable:

**Model suitability:** As shown in Table (7), the coefficient of determination is 0.137, which means that it is 13.7% of the variance in the dependent variable (Strategic leadership) explained by the change in the independent variables (Scenario planning). significance level F is equal to 0.003, which is less (<) than 0.05, and this is evidence that the model is statistically significant.

**Table (7): Results of the analysis of variance for regression (Analysis of Variances) (Scenario Planning)**

correlation coefficient (R)	Determination coefficient $R^2$	indication level F	Values F calculated	mean of squares	degrees of freedom	sum of squares	Sample	
,3700	,1370	,0030	4,275	1,379 0,323	4 108	5,517 34,843	Regression	1
							remaining error	
					112	40,361	the total	

**Source:** Prepared by the researcher based on the results of the statistical analysis

Table (8) shows the results of the multiple regression analysis to test the effect of the independent variables on scenario planning.

**Table No. (8): Results of the multiple regression analysis (Multiple Regression Analysis) to test the effect of independent variables on scenario planning**

level indication T	Values T calculated	standard transactions	atypical transactions		Sample Model	
		beta	standard erro	B		
,000	4,787		,252	1,208	Fixed Constant	1
,190	1,320	,135	,073	,096	External strategic analysis	
,010	2,614	,258	,065	,170	strategic capabilities	
,922	,099	,011	,080	,008	Strategic vision	
,245	1,169	,112	,073	,085	Scenario planning	

**Source:** Prepared by the researcher based on the results of the statistical analysis

According to the results shown in Table (8), it is:

1. Notto influenceTriangle positive influence onStrategic leadershipBecause the level of significanceT is equal to (Sig=0 ,190), which is greater than 0.05, so the third hypothesis is rejected.

2. Considerations have a positive impact on scenario planning because the level of significanceT is (Sig=0 ,010) which is less than 0.05. In addition, the typical Beta coefficients, which express the percentage of the effect of the independent variable on the dependent variable, were 0.258, or 25.8%, and this is a good value.

### **Conclusions**

He will riseThe researcher gives explanations for the results of hypothesis testing based on the information gained from studying this topic.

1. The role of scenario planning in the development of strategic leadership can be explained by not giving much attention to the embodiment of prominent values and beliefs within the organization.

2. Scenario planning in the company can be explained by the great commitment of the organization's resources and adherence to their duties, and it can be attributed to the self-values of each employee and his conviction and belief in the need to work with high quality and productivity.

3. The effect of scenario planning onStrategic leadershipIt is self-evident, given that it is necessary for the employee to perform well and to ensure the quality of learning, given that scenario planning provides ways to ensure and facilitate the process of performing jobs to the fullest, and also makes the employee creative in his work.

4. Core values do not affect scenario planning, as it can be traced back to ambiguity in the organizational culture of the organization

### **Recommendations**

1. The need for companies and organizations to pay attention to the role of scenario planning in developing strategic leadership.

2. Working on setting up meaningful workshops that seek to inculcate a cultureScenario planningIn government and private institutions.

3. Seeking to build productive energies that believe in the importance ofStrategic leadershipas modern management concepts.

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I don't agree at all	I do not agree	neutral	I agree	Totally agree	Paragraph	T
<b>a-External strategic analysis: the institution's disclosure of the factors of the external environment And analyze them to identify their opportunities and threats associated with them</b>						
					Our organization has accurate perceptions of expected changes in the external economic, social, political and legal environment cultural, technological).	
					Our organization attaches fundamental importance to the results of analyzing the external environment in developing alternative strategic plans and scenarios.	
					Our organization tries to seize opportunities and prepare for them in advance based on the data of the external environment analysis	
					Our organization tries to avoid threats in advance based on the data of the analysis of the external environment	
					The organization adapts to the new external environmental conditions and what accompanies themof changes and surprises	
<b>B-Strategic vision:It is a reflection of what the organization wants to be in the future</b>						
					Our organization has a clear vision that reflects perceptions of what it wants to be in the future	

					We develop our strategic vision according to the principle of participation known and understood by all	
					Our vision arouses enthusiasm, motivates and strengthens our resolve to be the best in all fields	
					Our organization is based on the integration between the past, present and future when formulating its strategic vision.	
					There is harmony and harmony between our strategic vision, resources and capabilities future.	
<b>c-Strategic capabilities: are the distinctive capabilities and resources that the organization has and distinguishes it from Other.</b>						
					Our organization has leadership characterized by competence and integrity Sincerity, wisdom and high experience	
					Our organization has alternative strategies, plans, structures and procedures to face the worst case scenario	
					Our organization employs unique and distinctive financial and material resources in improving performance and completing projects efficiently	
					Our organization seeks vigorously and seriously to invest the distinguished capabilities.	
					Our institution has the capabilities, competencies and well-qualified human resources to lead the educational process efficiently and with distinction	
<b>Dr-Work teams: It is a group of individuals who possess complementary skills and bear responsibility And joint tasks to achieve a specific goal.</b>						
					Our organization adopts the collaborative team approach in collecting and sharing information and knowledge related to strategic planning	
					Encourages, supports and praises our organization for the performance of distinguished teams	
					Our organization empowers business teams through intensive training and learning Delegation of powers and clarification of responsibilities	
					Our organization supports team performance by promoting a culture of creativity, challenge and love of risk in return for outstanding performance	
					There is a high pattern of trust and cohesion among the members of the work teams Our Foundation.	