



THE COMPETENCE OF THE LEADER AND ITS IMPACT ON THE STRATEGIC PLANNING OF EDUCATIONAL INSTITUTIONS

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Article history:	Abstract:
<p>Received: June 11^h 2022 Accepted: July 14th 2022 Published: August 20th 2022</p>	<p>Leadership is the positive activity that a specific person undertakes in the field of administrative supervision on others to achieve a specific goal by means of influencing and appealing, and by using official authority to the appropriate extent and when necessary, and among the new skills required for an effective administrative leader is proficiency in dealing with computers and techniques</p> <p>Information and communication, and the latter represented in technical skill, while strategic planning is an administrative process that includes all parts of the organization and involves taking decisions to determine the future of the organization based on the availability of comprehensive information about the institution and its environment to determine the desired production requirements.</p> <p>According to the criteria that are determined to evaluate the planning efforts, therefore strategic planning is a process consisting of several stages that begin with formulating a message and its vision and determining future goals through that, decisions can be built and activated in proportion to the development plans surrounding the environment of leaders who formulate the message and strategy and are able to clarify it to Subordinates and motivate them to believe in this vision and understand it and work according to that by having leadership skills, and for that the researcher used the inductive approach and analyzed the results through the questionnaire and hypothesis testing according to the t-test.</p>

Keywords: Leader, Strategic Planning, Educational Institutions

1- INTRODUCTION:

The topic of strategic leadership is of great importance in developing the performance of institutions and organizations. As these organizations face multiple challenges in light of the various changes in the era that impose on them the development of capabilities and the creation of continuous change in line with the nature of the changing and complex environment and the nature of the competitive environment. This requires leadership with a strategic vision, the ability to use knowledge to serve organizational goals, and to encourage and support organizational learning and development of its capabilities; To ensure the achievement of continuous growth and competitive advantage.

Therefore, we must always review our administrative literature and our practical practices to make it compatible, as much as possible, with the emerging and successive changes that our societies are building today in all our sectors and activities, as organizations

are going through many challenges that we must deal with in the framework of the need for continuity and change, and from here emerged the role of strategic leadership In defining the directives and long-term goals of the organization, as the concept of strategic leadership is a relatively modern concept in management literature, because its first roots descended from military origins. Today, the business is become exceptional importance more than any time. It may be due to the accelerating environmental changes, as well as increasing complexity of business organizations themselves. The strategic leadership in the organization far exceeds the traditional leadership depending on the report of the budgetary nature. The matter is no longer related to identifying differences in forecasts with the aim of justification or punishment. In strategic leadership, it is concerned with:

- The assessment on the line and the strategic horizon and looking into the observed



deviations takes into account the assumptions and estimates.

- Measuring the risks and stakes in the strategic outlook and the major goals.
- Utilizing external data to develop strategic capabilities.
- Anticipating all potential developments in the environment and those related to internal performance and capabilities, as well as achieving corrective actions.

And the question of what can be expected to happen in the future, and how to prepare for it, taking into account the goals and objectives. These questions find answers in the interest in strategic vigilance that can provide the necessary signals for any change in the environment. As well as choosing sensitive signals or indicators that allow the necessary corrective actions to be taken at the appropriate time.

The Study Problem: The problem is identified in the following question: How do the competence and skills of the leader in the field of education affect the success of the strategic plans in order to develop the vision and goals of the institution?

Study objective: The study aims to achieve the following:

- Explaining the concept, importance and role of the leader in the organization
- Show the importance of strategic planning and its effect on educational institutions
- Knowing the extent to which the implementation of strategic plans is affected by the competent leader

Study hypothesis: The research is based on a hypothesis that: Strategic plans in educational institutions are affected by the competence of the leader, which is reflected in their implementation and implementation of the institution's vision.

2- BACKGROUND

The concept of strategic leadership: There are many definitions of strategic leadership due to the multiplicity and diversity of the functions it performs, including : It is defined as leadership that possesses the ability to predict and envision, maintain flexibility, empower others, and the ability to develop competencies and capabilities, improve organizational structures, develop and choose and the next generations of leader and perpetuate an efficient organizational culture, and emphasize ethical practices. (Zakia, 2016:45) the defined of strategic leadership is that "the ability to create Appropriateness and alliance at all levels of business by maintaining flexibility and empowering others to effect strategic

change. Strategic leadership is defined as "the ability to imagine and envision the future, build resilience and support others towards creating the necessary and required strategic change in the organization." It is also known as the ability to strategic direction In the institution, building a dreamy vision, and mobilizing all members and resources to develop that vision, in a way that to ensure the sustainable competitive advantage achievement, and to distinguish between leadership and strategic leadership through two elements; Where leadership refers to leaders at any level in the organization, while strategic leadership refers to leadership at the higher level in the organization, and leadership research focuses on the relationship between leaders and subordinates, and in contrast to this narrow focus, strategic leadership research focuses on the implementation of work as an activity strategic. (Jain, 2008: 12)

So strategic leadership is a crucial element that develops the organizational capabilities of the organization; by avoiding threats and exploiting opportunities in a timely manner, strategic leadership is helping to make strategic decision, creating and communicating futures vision, developing structures, activating control and organizational process, maintaining effective organizational cultures, and disseminating a system of moral values throughout the organization. (Fairholm, 2009: 11)

Through the previous definitions of the concept of strategic leadership, it is clear that strategic leadership focuses on a set of activities and processes such as determining the current status of the institution, formulating the strategic direction of the institution, strategic alliances, implementing change and taking strategic decisions in a way that ensures the growth and continuity of the institution and improves its outputs and achieve its desired goals. (Zakia, 2016:56)

Characteristics of strategic leadership: Classifying the characteristics of strategic leadership from the standpoint of the capabilities of the strategic leader as follows: (Fairholm, 2009: 13)

- **Organizational capabilities:** regarding to organizational activity including: ability to strategic direction, ability to translate strategy into action, ability to organize individuals and organization, ability to identify an effective intervention point, and ability to develop the strategic capabilities.
- **Personal capabilities:** includes: carrying capacity; It represents the ability to learn and deposit knowledge, through perception of new information, assimilation and then use and use



of it, and the ability to adapt. It represents the ability to cope with environmental changes through acceptance of change openness and it requires a measure of flexibility, depth of knowledge and behavior, and management wisdom. It represents ability to perceive and know the variables in the surrounding of environment and how to deal with them in a way that serves the objectives of institution and this requires the ability to get the right actions at the right time.

Stages of strategic leadership:

- The design stage: It is also called the strategic planning stage. The design stage is concerned with setting the organization's mission and assessing the internal environment. Then, identifying weakness and strengths, as well as the external environment. It is also identifying threats and opportunities. In addition, setting long-term goals, identifying the strategic gap, strategic unit strategies, choosing a better Macro strategies, and job strategies. The design process is required gathering information, analyzing it, and making decisions to test the better alternatives at every step. It should be practiced with the highest degree of efficiency that the results have a long-term effect that determine for a long time the type of activity that the organization focuses on. The services and goods it provides, markets it serves and the technology used. The research that will be conducted and resources that will be used. (Bouhali, 2015: 74)
- Implementation stage: This stage goal to implement strategies including setting short term aims, allocating human and material resources, formulating policies, and distributing them among spending alternatives. It also requires preparing the organization from within, including the organizational and modification of structure, redistribution of responsibilities and powers, setting activity and their interests, and defining the characteristics of the forces employee training and development to help implement strategies. While the design step needs a philosophical view, this step needs a practical view and the ability to move human and non-human resources in an organized and orderly manner that works to implement the strategies developed in this previous stage. The most important basis for the success of this stage is getting cooperation and

integration between the activity and various administrative units in the organization to implement strategies effectively and efficiently. This applications need to be new and creative ideas that were not traditional.

- Evaluation phase: All strategies are subject to an evaluation process to see their suitability with the changes that occur in external and internal environment. It is assessing the accuracy of the predictions contained in the plans. This is required to compare the actual results with the expected objectives of implementing the strategy. Thus, discovering deviations that might in the strategy design stage or the strategy implementation stage. (Mungonge, 2007: 3)

Strategic planning: It is defined as: "The process of formulating and evaluating a set of mutually influencing decisions before carrying out any actual work, and in a way that does not show the desired future action status before doing the work, but if the business organization does the appropriate work, the strength of the expected results will increase." It is defined as: "It is the process of forming and implementing decisions related to the future of the organization, and strategic planning is a necessary process for all institutions because it helps them adapt to environmental variables. (Masilamony, 2010: 15), It is also known as:" The organized effort to make crucial decisions that shapes the identity of the organization and highlights its existence, and it is a set of principles and steps. (Al-Zboon , 2011: 820) The tools are designed to help leaders, managers and planners think or act strategically, which helps the organization to make effective decisions that lead to achieving its mission, or satisfy the target groups in light of the opportunities and threats surrounding the organization in the external environment and the strengths and weaknesses of its internal environment. (Chang, 2008: 39)

Through the previous definitions, the research find that strategic planning was an organized effort that aims to take basic actions and decisions that define what the institution is, what it does? Why do you do that? by focusing on the future. Strategic planning is a strategic process that it includes preparing the best way to response to the environmental conditions surrounding the organization, regardless of whether or not these conditions are known in advance, and to be strategic means that the objectives of the institution are clear as well as its sources, and that it is aware of the dynamic environment. Strategic planning includes



deliberate setting of goals (choosing the desired future) and developing a method to achieve these goals. Strategic planning is an organized process because it includes a specific arrangement and pattern that focuses on and on its effectiveness. The process raises a set of consecutive questions that help planners choose assumptions, collect and integrate information about the future and predict the future environment in which the organization will operate. So the process is a set of decisions about what to do? Why do we do that? How do we do that? (Zakia, 2016:51)

Strategic planning is an organized mental efforts that goals to invest all available ways and resources in order to achieve the desired aims. Strategic planning is included defining the aims or objective of the enterprise. As well as build the necessary strategy to achieve those objectives and aims. In addition, develop a set of comprehensive plan to coordinate and integrate activities. It is concerned with means (how can it be done?) and outcomes (what needs to be done?) (Jain, 2008: 8).

Characteristics of strategic planning: The success of the strategic plan is largely related to what it contains of unique, flexible characteristics, renewable. It is able to respond to changes and environmental data. To develop the processes resulting from the plan, it cannot make with basis for success without effective intervention.

The successful strategic planning process has a set of characteristics represented in: (Zechlin, 2010: 256)

- That the strategic planning process has a real and visionary connotation, meaning that the ideas contained in the plan must be used with a clear future perspective.
- Supports a framework for action and not just physical predictions.
- A holistic and integrated process and not a collection of vision, values, goals and ideas scattered.
- Evolved through an integrated team.
- Good strategic planning processes give direction, not confusion and confusion due to too much entry into unjustified details.

Basic steps in the strategic planning process:

Readiness: In order to undertake strategic planning, it is important to evaluate the extent of readiness for that, especially the commitment of the organization's employees and their ability to increase efforts and focus attention on the "big picture". But if there are financial crises looming, or the institution is about to

environment or leave is turbulent. It is not appropriate to undertake strategic planning. (Mungonge, 2007: 5).

Preparing mission and vision:

The mission of the Foundation is the introduction to the book that let the reader knows until the writer goes. It shows that the writer knows where he is going. Likewise, the message describes the organization completely through: **Writing the message:** the message means communicating the essence and essence of the institution to the public and the customers. These elements are important in defining what the institution is, the **purpose statement:** where it clarifies the purpose of the institution (What the institution seeks to achieve): Why did the institution exist? What is the ultimate result of the organization's work? In defining the purpose, it is important to focus on the outputs and not one on the method (Bouhali, 2015: 76).

Work statement: It outlines the actions and work (programs/ activities) carried out by the organizations to achieve the purpose. The messages usually including the verb "present" or link the purpose with actions. Values: These are the beliefs that the members of the organization generally adopt and strive to implement. Values direct the members of the organization in the performance of their work. As for the vision of the institution, it shows an image of the success that the organization can achieve, and it answers the question. What does success look like? Or is it a dream or an ambition that entices workers in the institution and strive to achieve it. (Masilamony, 2010: 10)

The skills of the leader and its role in strategic planning:

What distinguishes one institution from the other is what it possesses of leaders who have the talent and the ability to think strategically, and put it into practice effectively and successfully, which is a aim that conscious institutions compete for. The process of developing this skill is continuous and does not stop. Effective strategic management rests on three key skills of the strategic manager; Which: (Zechlin, 2010: 260)

- Human skills: These are those related to a person's ability to deal with individuals to achieve goals.
- Intellectual skills: related to in-depth knowledge that enables the owner to be able to see the institution as an integrated unit, and to understand the complex matters in the facility that arise from its contact with the external environment.



- Technical skills: by handling things efficiently and effectively.

The relationship between strategic leadership and strategic planning: As for the relationship between strategic planning and strategic management, we can display the following:

- Strategic management is an input to strategic planning, not the other way around.
- Strategic planning is an analytical process while strategic management does not stop at the analysis process but is also concerned with performance.
- Strategic planning stops at merely choosing things that are practically done while strategic management goes beyond the choice-making process of directing the organization to making appropriate choices by people who can implement decisions
- The outcome of strategic planning is better strategic decisions, while the outcome of strategic management is strategic results.

There are those who see that strategic management represents the comprehensive approach to the success of the organization, while strategic planning is a partial activity and means of strategic management to achieve adaptation within the organization, and then identify the change in the internal and external environment, but strategic planning is not useful unless it supports thinking Strategist, and arrives at the strategic management which is the basis of any effective organization (Wheelen, 2000: 11). And strategic thinking means that we ask ourselves this question, "Are we doing the right thing?" As this includes attention to the big picture and desire with changing circumstances, and therefore strategic planning is considered one of the necessary elements of management of strategic, and that is the conventional concept of strategic management is that it is the process of making decisions. Associated with defining the mission of the organization and its basic long-term goals, defining and selecting strategic plans, and plans for allocating and employing resources available and the capabilities to the organization in line

Academic Qualification

Table (1) shows the academic qualification

Qualification	Fi	%
Secondary	4	%9.5
Diploma	17	%40.5
Bachelor	21	%50
	42	%100

with its objective and with environmental changes. As well as developing internal condition, systems and procedures for the company, then, working on implementing these decisions and options. (Masilamony, 2010: 10)

The role of strategic planning in educational institutions: Planning is one of essential elements of the educational administrations. It is considered the stage of the thinking that precedes application of any action. Strategic planning is a series of decisions related to the future to achieved the established aims in order to achieve success for the planning process, a strategy must be defined that including: Defining clear goals, arranging priorities, availability of human and material capabilities, forecasting future possibilities and different circumstances, comprehensiveness, realism, flexibility, follow-up with evaluation and evaluation); Because planning in the field of education is a broad and continuous process. It includes several aspects and various fields of educational processes. The importance of strategic planning stems as the scientific path available for educational systems to catch up with advanced societies, and to move education from the stage of traditional systems to the stage of new structures, and the strategic planning process is from The most important educational administrative processes are effective and beneficial; Because of its positive effects on the desired educational outcomes. (Chang, 2008: 43)

3- APPLICATION AND DISCUSSION OF RESULTS

Demographic variables: A questionnaire form was used in collecting field data, as (50) questionnaires were distributed among the members of the research sample from which (47) were retrieved, and among the retrieved forms (5) were invalid. Thus, the total of the forms valid for statistical analysis is 42 questionnaires. 84% of the distributed questionnaires, The opinions of a number of workers in educational institutions and how the leader's role affects the strategic planning processes were surveyed through a questionnaire of those views and the following was found:



From the above analysis it is proved that the facility focuses on the scientific bachelor's degree and diploma in the field of management, at a rate of (40%) in the first and secondary rank by (10%).

Experience:

Table (2) shows of Experience

Years of Experience	Fi	%
1- 5 year	21	%50
5- 10 year	13	%31
> 10 year	8	%19
	42	%100

From the analysis it becomes clear that (50%), which is the largest part of the employees, as new appointments or those with little experience and service, and this indicates that the facility developed new or focused on young energies, but (30%) also happened, but the lowest percentage for the years (5-10) years By (20%)

Analysis of the research sample: The Current topic explains the statistical analysis of the practical aspect of the research:

Table (3) the analysis of the research sample opinions

Items	Mean	Stand.Dev
Indicates whether the leader's experience in the field is sufficient or insufficient	2.20	.960
Demonstrates the leader's ability to influence employees and direct them to achieve the goals of the organization.	2.25	.809
It shows whether the employees are completely subject to the decisions and orders of the leader in the field of work.	2.36	.878
It shows the extent to which the capabilities and capabilities of the employees are taken into account while assigning tasks to them	2.53	.980
It shows delegating authority and assigning some employees on behalf of the manager to perform some tasks.	2.59	1.060
Shows encouraging employees to work creatively	2.47	.954
It shows the manager's personal contribution to solving problems that employees face at work	2.42	1.014
It shows how resolute the manager is in issuing orders and bearing the results of his decisions	2.41	1.048
Shows employee motivation by means of material rewards	2.45	1.003
It shows the manager's endeavor to develop himself by learning from past experiences	2.25	.935
The manager's analysis of the internal environment shows the sources of strengths and weaknesses in the management of the institution.	2.42	.885
Shows encouraging employees to present ideas and proposals	2.46	.915
It shows the leader's understanding of other people's ideas and dealing with them with high flexibility and openness of mind.	2.54	.874
Shows support for the idea of continuous development and change by managers	2.52	.955
It shows the extent of employee involvement in making some decisions	2.63	.865



related to the fate of the organization		
It shows the manager's endeavor to establish good relations between employees and management	2.54	.928
It shows the extent to which the manager listens to the employees 'concerns, suggestions and discussions with them.	2.49	.817
It shows the manager communicates with the employees by all means and continuously	2.47	.831
It shows whether there is a friendship relationship between the employees and the manager	2.73	.938
It shows whether the organization's goals motivate employees 'abilities and skills in order to develop and improve performance	2.60	.795

From the above analysis, the following appears: It is evident from the final results presented in the above table, the information about the competence and skills of the leader provided by educational institutions is useful in preparing strategic plans, which are relied upon when making decisions about building the capabilities of employees and their participation. Forget about the necessity to involve employees in making some decisions about The fate of the institution, which would give motivation to employees to provide the best, and inform them of their importance in The corporation is through the mean and the standard deviation of 2.25 and 0.809.

The competent strategic leader is characterized by being a thinker and speculative who creates goals and makes them clear. Leaders formulate the message and strategy and are able to clarify it to the subordinates and motivate them to believe in this vision, understand it and act accordingly, which is embodied in setting a truth that develops the capabilities and capabilities of the working individuals. The arithmetic mean and the standard deviation constitute 2.63 and 0.865 respectively, and from the above, the research hypothesis can be tested as follows:

Table (4) the hypothesis test

Hypothesis	Mean	t-test	Stand.dev	Sig.	Decision
1	2.46	42.107	0.922	0.000	Accept

It is noted from the above table accepting the research hypothesis, which indicates that there is an important role for the leader's competence and skills in influencing strategic planning and forming the mission of the educational institution.

4- CONCLUSION:

Strategic leadership is of great importance in developing the performance of institutions and organizations. This leadership is necessary to develop the performance of institutions and organizations. As these organizations face multiple challenges in light of the various changes in the era that impose on them the development of capabilities and the creation of continuous change in line with the nature of the changing and complex environment and the nature of the competitive environment. The problem is identified in the following question: How do the competence and skills of the leader in the field of education affect the success of the strategic plans in order to develop the vision and goals of the institution. A questionnaire form that used in collecting field data were distributed among the members of the research samples. It is

proved that the facility focuses on the scientific bachelor's degree and diploma in the field of management, at a rate of (40%) in the first and secondary rank by (10%). Leaders formulate the message and strategy and are able to clarify it to the subordinates and motivate them to believe in this vision, understand it and act accordingly. Therefore, strategic leadership is a crucial element that develops the organizational capabilities of the organizations.

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