



The Role of Visionary Leadership in Achieving Strategic Change Through Strategic Improvisation

Ayad Hassan Kadhum¹, Laith Ali Muttar² & Ahmed Abdulhasan Khait³

¹*Business Management Department, Imam Al-Kadhum College, Iraq, Maysan.*

²*Faculty of Administrative Sciences, Al-Mustaqbal University, Iraq*

Corresponding Author: Ayad Hassan Kadhum, **Email:** ayad.hassan@alkadhum-col.edu.iq

Received: 10th June 2023

Accepted: 12th July 2023

Published: 4th August 2023

ABSTRACT

The research seeks to explain the role of visionary leadership in strategic change through a modern and contemporary theoretical framework for the most prominent presentations of writers and authors on research variables, especially independent variables, visionary leadership and strategic improvisation, which have become the subject of interest's academics', especially in environments with dynamism and rapid change, as well as a practical framework. My analysis of the opinions of a sample of university leaders in private colleges. The aim of the research is to indicate a set of objectives, including: a statement of the relationship between the dimensions of visionary leadership and strategic change, and between improvisation and strategic change and the dimensions of visionary leadership and strategic change through strategic improvisation in private colleges, the research sample, as well as a statement of the effect between these variables, and the research was conducted on a sample It includes 81 university leaders in private colleges in Baghdad, relying on the questionnaire as a basic tool in data collection. The results of the study indicated that the hypotheses of the relationship and influence between all the variables of the study were achieved with varying results, especially with regard to visionary leadership, strategic change, improvisation, and strategic change.

Keywords: visionary leadership, strategic improvisation, strategic change, strategic cue.

INTRODUCTION

The accelerating rate of change has produced a business world in which usual managerial behaviors and regulations are becoming increasingly inadequate or inappropriate. Although experience was sufficient when small changes could be made gradually, in decisions of a strategic nature, the management philosophy based on intuition and experience is clearly inappropriate, in addition to its many consequences that cannot be undone (Henderson, 1979).

The process of strategic change faces many challenges. Including culture and management, technology, strong competition, environment, structure, working conditions, personnel and political issues. Because of the diversity of human resources within the organization with different thinking styles, the cultural dimension has become the main obstacle facing strategic change, as culture greatly affects the organization's strategy as well as decision-making among managers (Rezvani et al, 2012: 113)

In light of intermittent and large-scale changes, organizations need to make major changes and re-orientate their strategy, so that the re-orientation process includes making changes in products, services, markets, organizational structure and human resources. As far as strategic change is concerned, (Tichy,1983: 3) mentions many realistic examples of companies that have made strategic changes, including (AT & A), where (AT & A) entered into a broad strategic change process with the intention of developing from a monopolist of telephone service to a company competitive and extensive information service. These changes came as a result of the Federal Communications Commission's decision to allow other companies to sell products that were previously monopolized by (AT & A) while marketing electronic communications equipment that passes phone services over the satellite network. The changes included the entry of new markets, products, services, and new ways of doing business, as the one-million-member organization began to restructure to reach (22) regional companies, relying on the use of key individuals from outside (AT & A) to ensure the harmony of the standard of employing workers. Renew and upgrade the current ones with the new reward and development systems. This organization seeks to transform into an organization oriented to creativity, profit and competition, capable of competing with (IBM) and other information and computer companies.

METHODOLOGY

This section reviews the methodology of the study, which contains the problem of the study, its importance, objectives, hypothesis scheme, hypotheses, limits, methods adopted in collecting information, distributing the questionnaire, tests for the questionnaire, description of the study sample, and the statistical methods used, and it will be discussed as follows:

First: the problem of the study:

1. The intellectual problem:

Strategic leadership is one of the success factors of the organization and it is the main driver for all its various activities, as the availability of strategic leadership with a high level of professionalism creates distinction in the organization's performance in light of a rapidly changing business environment, and its role becomes more in conducting and implementing strategic change.

2. The field problem:

Through field coexistence in a number of private colleges (the study community) and conducting preliminary interviews, it is noted that there is a desire among university leaders in those colleges to try to identify the dimensions and requirements of strategic change in those colleges with the intention of enabling them to continue and succeed in the business environment, and this is mainly due This indicates a low level of strategic leadership practices among these leaders, so the field problem of the study can be embodied in the following questions:

- 1- What is the availability of Visionary leaders of university leaders in private colleges?
- 2- Do university leaders in private colleges realize the dimensions of strategic change?
- 3- Is there a relationship between visionary leadership and strategic change?
- 4- Is there an impact of strategic leadership on strategic change?

Second: Importance of the study. The importance of the study is evident from the following points:

1. Clarifying the theoretical and practical dimensions of the study variables.
2. Supporting the concepts adopted by the study in the study community.
3. Diagnosing leadership practices and the extent to which they were adopted by the study sample.

4. Adopting a philosophical study model.

Third: Study objectives. The objectives of the study are summarized as follows:

1. Identifying the reality of private colleges in terms of the availability of visionary leadership in achieving strategic change.
2. Exposing the possible relationships between the dimensions of visionary leadership and strategic change.
3. Measuring and testing the impact of visionary leadership dimensions on strategic change.

Fourth: the hypothetical scheme of the study and its hypotheses

1. the hypothetical scheme of the study

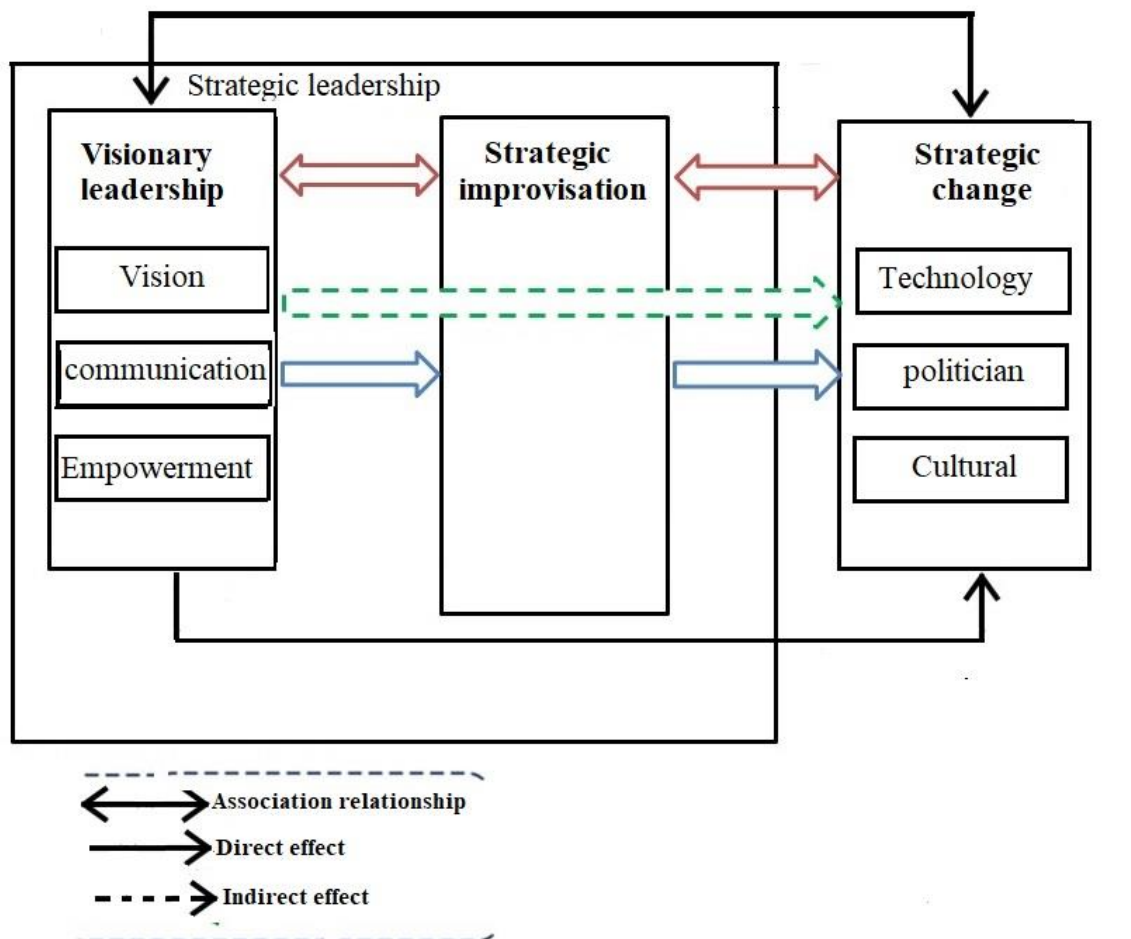


Figure 1: Scheme of the hypothetical study

Source: Prepared by researchers

The hypotheses of the study

The study starts from a main hypothesis that strategic change is a comprehensive and long-term change that requires university leaders to have a vision and strategic improvisation in order to achieve change. Several hypotheses branch out from it.

The first main hypothesis: Is there a significant correlation between the dimensions of visionary leadership and strategic change?

The second hypothesis: Is there a significant correlation between strategic improvisation and strategic change?

The third main hypothesis: Is there an indirect correlation between the dimensions of visionary leadership and strategic change through strategic improvisation?

The fourth main hypothesis: Is there a significant effect between the dimensions of visionary leadership and strategic change?

Fifth hypothesis: Is there a significant effect between strategic improvisation and strategic change?

The sixth main hypothesis: Is there an indirect effect between the dimensions of visionary leadership and strategic change through strategic improvisation?

Fifth: The study population and its sample:

For the purpose of completing the study, the researchers selected a number of private colleges in Baghdad governorate, and 81 university leaders were chosen to represent a sample for study in those colleges.

Sixth: The statistical methods of the study

The statistical description (arithmetic mean, standard deviation, relative importance) was relied on, and hypotheses tested (simple correlation coefficient, structural equation modeling, path analysis).

THEORETICAL FRAMEWORK

First: visionary leadership

1. Concept of visionary leadership

Many organizations sacrifice for the need to manage chaos, cultural change, empowerment of organizational members, and restructuring and are looking for answers to the question, who is the appropriate leader to manage the organization? Where they came to the belief that the transformational, visionary, and charismatic leader represents successful leadership methods to get organizations out of chaos. To become an entrepreneur (Marlia et al., 2020) emphasized that visionary leadership is the absolute requirement for organizations that want to grow for the coming decades. Therefore, the vision becomes very important because it defines the goal and becomes fuel for heading towards the future, and it is the one that works to excite subordinates to follow the leader.

Whereas (Westley & Mintzberg, 1989) indicated that the first beginnings of the concept of visionary leadership are due to the management writer and pioneer in the study of groups in the organization, Mary Parker Follett 1933, and in (Weber, 1947) he referred to the concept of visionary leadership as the verbal delivery of the image of the future. He added that the transformational and charismatic leader is also a visionary leader, but his vision is an individual and not a collective characteristic, and we find that he has a problem with how to communicate that vision.

While we find (Marissa, 1985: 163-164) defined the concept through four types of vision: 1- organizational vision 2- personal vision 3- future vision 4- strategic vision and defined his model for the concept of visionary leadership that focuses on skills and knowledge in developing the vision, which is as follows:

1. Skills for processing information, which are used by the leader in all stages of vision development and implementation.
2. Diagnostic tools used by the leader in developing the organizational vision or in shaping the future vision.
3. Creative thinking skills and intuitive processes used by the leader in the strategic vision.
4. Self-awareness and information skills to develop a personal vision that has an important role in integrating the organizational and future vision into a specific vision strategy.

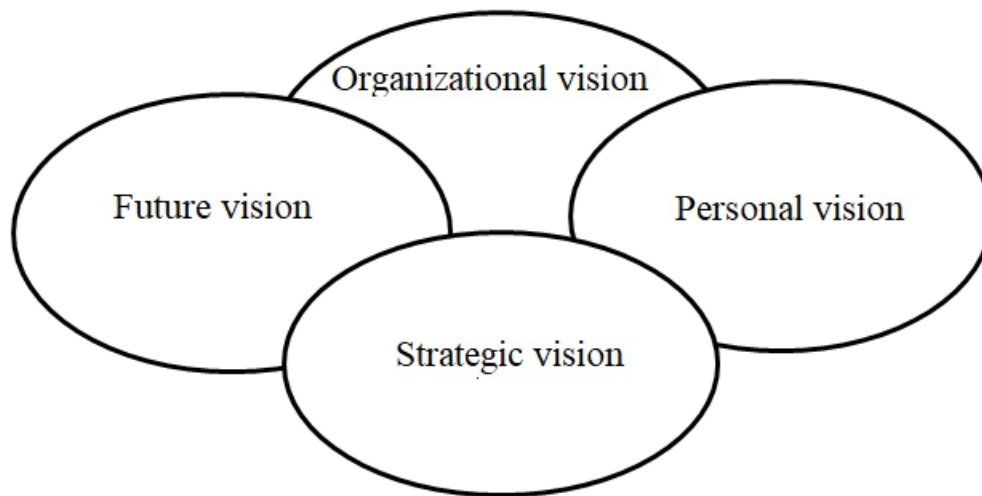


Figure 2: Types of visionary leadership concept

Sources: Marissa, A. L. (1985). Vision and leadership: Paying attention to intention. Peabody Journal of Education, 63(1), 150-173

Arenas (2009) defined visionary leadership in the field of educational administration as a set of capabilities, skills that the leader continues to develop so as to motivate and influence subordinates to cooperate in achieving organizational creativity through openness to change, this is at the individual level, but at the organizational level, the leader has The visionary is the ability to create collaborative opportunities among his subordinates for reform and change, and to create new models in the organization for the purpose of adapting and responding to future expectations.

2. The importance of visionary leadership

The importance of visionary leadership lies through the results it reflects that have an impact on the survival, success and growth of organizations, especially in turbulent environments, and it was defined (Dwivedi, 2006:12) as follows:

1. Visionary leadership determines the success and failure of the organization by spreading the internal culture, which is considered the basis for the success or failure of the organization, or by following the visionary leader methods through which the organization can achieve high or low performance, or enable it to provide an active work environment.
2. Performing a strong strategy by clarifying and expressing organizational tasks, involving everyone in them, and stating the vision and mission in an easy, understandable and flexible way.

3. To define the meaning of direction and cohesion, where the visionary leader depends on the mind and the heart in clarifying the vision and motivating individuals to it.
4. Visionary leadership through the optimal use of the capabilities of individuals in the organization, through the spirituality and inspiration that characterizes the leader and that they walk on one line, but in many cases they represent a challenge between the inspired world (i.e. intuition and contemplation) and the material world of action.
5. Visionary leadership facilitates and motivates individuals towards creativity. Institutions are built nowadays on social visionaries who tend to devise new ways through which human efforts are organized. This is exemplified by Southwest Airlines and Wal-Mart. In the case of Wal-Mart, leaders with outstanding vision accomplished.
6. Developing performance by transferring responsibility to the front line. Management fully provides workers with opportunities to develop skills at their decision-making level and through confidence in their abilities.
7. Visionary leadership is a tool to facilitate technological change through the will and challenge it possesses in implementing its vision, and sometimes leaders suffer from megalomania in order to reach first before competitors.
8. Visionary leadership is a tool to reduce the resistance of individuals to change. It means the leader's ability to mobilize individuals in a way that reduces the gap between reality and the future.
9. Visionary leadership is a tool for emotional thinking and facing challenges. Leadership has the ability to think boldly and content Enthusiastic views as well as challenging tradition for creative change.
10. Visionary leadership is a tool for reducing job burnout, as leadership reduces fatigue among individuals as a result of their inspiring motivation.

3. Behaviors and characteristics of the visionary leader

(Nanns, 1992) identified four basic behaviors of the visionary leader:

1. Determining the direction of the organization: the visionary leader has the ability to ensure succession of the goal or to define the goals of the organization
2. A change agent: i.e. has the ability to meet all stakeholder needs in rapidly changing environments.

3. Official Spokesperson: The leader has the ability to express to others abroad and convey the vision and mission of the organization to the workers in a way that all workers understand the meaning without trouble.
4. Coach: That is, the visionary leader is an effective coach responsible for coordinating all the activities of the organization and involving everyone in it (Herminingsih, 2021).

Whereas (Womack, 2021) referred to the behaviors of the visionary leader through his performance of two operations:

1. Developing a vision in which the leader plays the roles of setting the direction and is an official spokesperson for the stakeholders.
2. Implementation of the vision, and the leader plays the role of change agent, coach, and critic, who sets future visions for the organization.

As for the characteristics of a visionary leader, Warren Bennis identified five characteristics of a visionary leader:

1. Focusing attention on a specific issue of importance.
2. Taking risks based on chances of success through accurate calculations of those opportunities.
3. Communicate with subordinates skillfully, understand and assume the emotional role.
4. Demonstrating consistency and trustworthiness through the behavior of individuals.
5. Expressing his interests for individuals and himself.

Where Warren confirmed that the first and second traits in which the leader is task-oriented, while the third, fourth and fifth are oriented towards relationship-related activities (Marlia et al., 2020; Sashkin, 2007).

It was identified (LeSourd & Grady, 1990) with five characteristics:

- 1-Highly motivated by personal beliefs
- 2- Committed to achieving the goals of the organization
- 3- Evaluate different ideologies and be a prominent participant in them.
- 4- Ready to move the organization and employees towards creativity
- 5- Visualize the future for the organization in a better way.

Bennis (1990) argues that all successful leaders in the twenty-first century will have them

The ability to create a vision (which takes people to a new world) and they have the ability to translate their vision into reality.

It was also noted that leaders with a real vision make sure that their followers have high powers and have the flexibility to take the necessary actions (White and Hodgson, 2002:184).

4. Dimensions of visionary leadership

Due to the importance of visionary leadership in the organization and the interest of many researchers and writers in defining its dimensions, only the researchers dealt with multiple dimensions of leadership, and it cannot be one-dimensional because it is a dynamic and diverse process. The researchers relied on (Westley & Mintzberg,1989:18); (Alnoori1 & Alobaedy, 2021:941),where they used the metaphor of drama to describe the process of visionary leadership, where the idea, communication and action occur at the same time. And the dimensions are:

1. Vision: The origin of the word vision, with its meaning in practice, goes back to the roots of the European Community of Languages, which was defined in more than nineteen countries with different languages. , 2004: 98-99). Whereas (Kouzes and Posner, 2012:149) indicated that vision is one of the five important practices of ideal leaders and expressed a set of characteristics of a shared vision that are:

2. Envisioning possible opportunities 2- Finding a common purpose 3- Indicating moral values and motivating individuals to them 4- Providing continuous activity among individuals in the organization. While the origin of the word vision (Alnoori1 & alobaedy, 2021: 941) goes back to the Greek word vision, which is expressed by the leader in a different way, whether in an editorial statement or expressed by himself as a role model. Monga, 2002:155) The main feature of leadership engineering is vision.

3. Communication: The point of view that says that the leader is made and not born confirms that there is a relationship between the leader's style and performance. Three dimensions of his attitude have been identified related to the extent of the leader's effectiveness: 1- The member's relationship with the leader 2- The structure of the task 3- The authority of the position where the relationship between the leader and subordinates helps To know their loyalty and the extent of dependence on them and the support directed to them. As for the task, it refers to the secondary routine functions, and these three dimensions can help the leader in controlling

and controlling situations, and the leader's success in managing those situations through effective communication by means of self-awareness through all levels of the organization (Chatman et. al., 2020:3)

As for (House & Mitchell, 1974:84), it indicates that the means used by the leader to motivate subordinates and increase the types of personal reward to achieve work goals and clarify its paths and reduce the challenges facing individuals in the workplace and increase the chances of satisfaction, but all of them depend on the leader's use of different forms of communication in Workplace.

As for what Daniel Goleman referred to in his 1996 book *What Makes a Leader*, he confirms that there is a relationship between the dimensions of emotional intelligence of the leader and the increase in the performance of individuals, which is only through contact with individuals and social skill as a dimension of emotional intelligence, which is only a clear guide to communication.

In order for leaders to achieve high quality communications, they must follow a set of principles:

1. To be highly confident during the communication process.
 2. To communicate the rules clearly to his work team, and they must follow them through his indirect communication.
 3. To be active and motivated during the communication process.
 4. To be easy in his communication without obstacles
 5. He has clear thinking
 6. Transparency
 7. Attention and focus during communication
 8. Ending disputes quickly and positively (Clement, 2000).
4. Empowerment: The Italian philosopher, Niccolò Machiavelli, says that the idea of making others feel more powerful contradicts the (traditional) stereotype of strong executive authority, as this suggestion by Nicola may not always be true. Many researches and studies have shown that access to organizational effectiveness requires From leadership to make some of their powers possible for individuals or to instil a feeling in them to be more powerful. In addition, studies have confirmed organizational strength, which means internal control, to be effective and increase with leaders sharing power and responsibility with their subordinates. We can think of empowerment as an act of power that reinforces beliefs The individual's sense of efficacy. In essence, empowerment is not just a set of external actions. It is a process of changing the internal beliefs of individuals. In psychology, individuals believe

that they are more powerful when they feel that they are dealing with environmental requirements (situations and events appropriately). There are a number of factors that can make individuals more empowered. Weakness and inability to manage themselves, which are: - (Conge, 1089:22)

1. Organizational factors: many organizational changes (transfers), starting projects, competitive pressures, impersonal bureaucratic climate
Poor communications and limited network configuration systems, highly centralized organizational resources.
2. The method of supervising individuals: intense control, emphasis on failure, lack of reasons for failure.
3. Reward system: lack of conciliation (arbitrary reward allocations), low incentive value for rewards, lack of rewards based on efficiency, lack of rewards based on innovation.
4. Job design: Unclear role, lack of training and technical support, unrealistic goals, lack of appropriate authority/discretion that is diverse and low in tasks, limited participation in programs, meetings and decisions that have a direct impact on job performance, lack of appropriate/necessary resources, lack of Networking opportunities, well-established work procedures, lots of rules and guidelines, low progression opportunities, no meaningful goals/tasks, limited communication with senior management.

(Kearney et al., 2019:4) added that the empowerment of leadership for individuals has a direct impact, especially psychological empowerment, which includes the four subjective elements of the individual (competence, independence, goal (the extent of its compatibility with the individual's beliefs), and behavioural variables (the ability to adapt), Individual voice, citizenship behaviours and other positive factors that increase the empowerment of individuals.

(Zhang & Bartol, 2010: 121) emphasized that empowering individuals, especially psychological empowerment, can make them more creative and innovative at work.

Second: strategic improvisation

1. Concept of strategic improvisation

The competitive landscape has evolved, especially during the last two decades, so that competition in the business environment has become daily. Its purpose is to develop creative and innovative business models that outperform others. For example, between 2012-2014, Uber's use

of the car-sharing service model led to a reduction in taxi trips from 1,400 to 500 every day. . Google has become a superpower capable of penetrating diverse markets, and successful organizations have been able to quickly identify and seize business opportunities in their ever-changing environments for their companies to be able to compete and thrive dynamically through strategic improvisation.

Leaders may need the ability to quickly and creatively use their skills and abilities to seize business opportunities before another organization. This is called the ability of the leader or senior management team to strategically improvise (Levallet & Chan, 2018:2).

They indicated that strategic improvisation could be an alternative or complement to traditional strategic planning. Strategic planning is appropriate in circumstances that allow careful design of the strategy before its implementation. On the other hand, strategic improvisation is applied in circumstances in which there is not enough time to design and implement the strategy. Not only is strategic improvisation a useful complement to strategic planning today and in dynamic environments, but its use also provides tangible benefits in organizational performance. Improvisational leaders can develop insight that improves flexibility in product, process, and organizational learning (Miner et al. 2001; Moorman and Miner 1998a).

(Teece et al. 1997: 517) defined strategic improvisation as a dynamic ability that refers to the organization's ability to build, integrate and regroup internal and external resources and capabilities to deal quickly with highly changing environments. They added that the dynamic capabilities aim at changing organizational resources and capabilities and developing them into new capabilities and capabilities that support that change.

While (Levallet, 2014:11) pointed out that the subject of strategic improvisation is one of the important topics in various sciences, including music, performance art, medicine and management. In management, many researchers also dealt with strategic improvisation in various fields in strategic management, organizational behavior (organizational learning) and information systems. It was also tested on several levels at the level of the individual, the team, and the different organizational levels. Accordingly, the opportunity is exploited only through strategic improvisation .

In the theoretical perspective, he studied strategic improvisation in organization theory (change, organizational learning, and institutional change) in addition to strategic management (dynamic capabilities).

Many previous studies have shown (Crossan et al., 2005; Perry, 1991) that the concept of improvisation in general and at the operational or tactical level. It appears at the lower organizational levels and can influence its strategy. Entrepreneurship also requires that the senior management team act in an improvisational manner in order to influence all levels.

5. Importance of Strategic improvisation

Strategic improvisation is of great importance in organizations and at all levels, and many current studies have confirmed that the importance of strategic improvisation increases in emerging organizations and the senior management team. At the operational level, some improvisations lead to modification in the strategy (Baker et al., 2003:256).

The importance of strategic improvisation is increasing at the present time in companies that aspire to have a global strategic direction by seizing opportunities more than the process of choosing and implementing the strategy, and Bingham confirmed in his study of two law firms and in two different countries that strategic improvisation is important for institutional change through activities And the decisions made by the partners, and in information systems and knowledge generation, improvisation is present when organizations adopt technology quickly, better than other organizations (Bingham, 2009: 321).

6. Causes, applications and effects of strategic improvisation

(Cunha, 2020:11) identified several reasons for improvisation and also indicated the mechanism by which improvisation can be applied and the extent of its impact on strategy, learning, institutional change, leadership, creativity and innovation, as follows:

.1Direct Communication 2- Perseverance 3- Continuous Feedback 4- Accepting Errors 5- Agility 6- Culture .As for the reasons for improvisation and the conditions required to achieve improvisation, in order to strategically compete through unexpected opportunities, which are an indispensable necessity for competition, they are: the internal resource, compatibility with the markets, the frequent feeling of competition .Regarding the mechanisms for applying improvisation in decision-making, they are: mental openness, agreement in opinion, and timely

communication. Among its effects for change in the team by motivating them are integration, persistence and strategic change through redesigning the structure, new models, learning, and a rapid environment for change.

Third: strategic change

1. Concept strategic change

Before initiating the change process, the following two questions must be answered:

- How can you identify any of the sources of change that needs to be dealt with?
- What are the available approaches and techniques in order to modify the direction of change according to its type?

In their quest to achieve success in the dynamic and influencing circumstances, organizations need a process of strategic reorganization as well as the need to increase the harmony between the technological, political, and cultural systems. In order to achieve this goal, managers have three basic tools represented in the following (Tichy, 2007:63)

1. The mission and strategy of the organization;
2. Organizational Structure;
3. Human resources management.

When examining the technical, political and cultural elements of the organization, a decision is taken in each of these areas to indicate the extent of the change it needs and to create the required consensus.

The three fundamental dilemmas appear in the organization that seeks to achieve effective strategic change through the following problems:

1. The problem of technological design: In this area, the organization faces two types of problems:
 - Product problem.
 - The problem of organizing social resources and technology.
2. The problem of political allocation.
 - The organization faces the problem of allocating resources and forces.
 - The uses and who will reap the benefits must be defined for the organization.

3. The problem of ideological and cultural mixing.

- Organizations piped together through (shared culture)
- The organization must determine the type of values that must be adopted, as well as identify the individuals who must carry those values.

Schein (1970) defines organizational change as introducing new work patterns, beliefs, and attitudes among a large proportion of individuals. However, all definitions of change carry with them a problem, because they presuppose a distinction between states of change and stability.

Strategic change refers to non-routine, non-gradual, and intermittent change that modifies the general direction of the organization and/or the components of the organization (Tichy, 1983: 17). An example of a strategic change is the change that occurred after Philip Morris acquired Miller Brewing .Miller Brewing Company has been transformed into a market-oriented company through its broad transformation efforts. In quantitative terms, this type of change differs from the change that is characterized by its small scope. In our example, the shift to making major changes in resources necessitated a more change in the components of the company and a change in the behavioral patterns of individuals.

7. Sources of change (the driving forces for change) (Tichy, 1983: 57)

1. External interface

The environment has become more turbulent and complex, and the task of diagnosing and predicting stresses has become more difficult in terms of understanding, and this has been reflected in the difficulty of drawing a map showing and interpreting environmental stresses, so that all of this contributes to creating a need to develop new capabilities as far as environmental scanning tools and information processing techniques are concerned. .

2. The Mission

In times when there was relative environmental stability and abundance of resources, it was possible to change goals and priorities in a state of uncertainty, but the growing economic, political and social pressures emphasized the need for a clear statement of the organizational message in order to guide strategic decisions.

3. Strategy

The development of a strategic plan with operational objectives at the various levels in the organization is a fundamental issue, and therefore the establishment of such a process requires a set of new administrative techniques and processes.

4. Managing Organizational Mission/Strategy process

With the increasing complexity of the planning and decision-making processes, it has become necessary to develop more sophisticated therapists who realistically engage with appropriate interest groups.

5. The task

Changing the strategy may require the introduction of new tasks and technologies in the organization, and this requirement may result in feeding the organization with new professionals, or training and developing the current employees.

6. Prescribed Networks

Dealing with tasks and/or new technology requires making adjustments or changes in communication networks and authority, which requires the administration to plan and decide the necessary communication networks, and this process includes determining who works with whom in accomplishing a particular task?, as well as determining who decides to whom .?

7. Organizational Process

Communication, problem solving, and decision making. Post-industrial organizations are characterized by multiple administrative/professional divisions of authority, and matrix divisions. Therefore, the lines of decision-making became blurred. This obliges managers to understand and use consensual decision-making approaches as well as bargaining procedures in conflict management.

8. Individuals

Any type of organizational change entails making changes in the behavior of the individual, and as a result, a clear focus on the motivations of individuals has become part of the change management process.

9. Emergent Networks

Managing the informal networks of communication and influence that exist in all parts of the organization is an essential part of the organizational change process. Coalitions and blocs within these networks can facilitate or hinder change efforts, so they clearly require attention and attention.

Perspectives on strategic change

1- The first traditional point of view expresses the organization and change through the perspective of technology, and describes strategies for change based on the empirical approach and clear self-interest. This perspective is called the technological perspective, and as indicated by (Argyris & Schon, 1978)

The active and rational role focuses on acquiring useful knowledge and applying it in a way that contributes to the effective performance of the organization's tasks, and the organizational world is portrayed as knowledgeable mainly through the scientific method.

2- The second traditional view describes organizations as political entities that can be changed through the exercise of power by a dominant group in the organization over another, less powerful group, or through bargaining between powerful groups. This is referred to as the political perspective.

3- As for the third point of view, it describes the organization as a cultural system that consists of common values, symbols, and perceptual schemes that bind individuals to each other to form an organizational culture.

Practicing managers and students in the field of organization, along with the theorists of change, tend to focus on thinking through only one of the three perspectives above while ignoring the other two perspectives, i.e. in the sense that this thinking is one-dimensional and as a result ends up with unexpected negative results, as shown in the following:

1. Technical design problem

In the context of technology design, and in the context of environmental threats and opportunities, all organizations face the problem of production, so social, financial, and technological resources must be organized in order to produce the desired outputs. Accordingly, with the aim of solving the problem of technology, management indulges in defining goals, formulating a strategy, and designing the organizational structure as well as designing management systems in order for all of this to contribute to solving the technological problem.

2. The problem of political allocation

The problem of allocating resources and power falls within the problems of political allocation that appear in all organizations, and here the uses that the organization puts its resources in must be determined, with determining who reaps the benefits for the

organization. Policies are reflected in decisions related to compensation programs, processes, budgets, and the internal power structure of the organization. Unlike the case with the technological field, there are formal tools such as strategic planning and organizational design. It is noted that the prevailing concepts and language in the political field are less formal and less declarative, and management allocates a large part of the time and attention to political issues, as this is done before and after the occurrence of basic operational changes, or When a substantial acquisition occurs, or when the relationship with unions and management changes.

3. Cultural problems

Supporters of the cultural perspective believe that an organization is bound by a bond called culture that consists of shared values, goals, beliefs, and interpretations among organizational members. The task of determining the content of the organization's culture is one of the most important and most difficult tasks for senior management, as this task includes defining the values that must be shared, defining the goals that the organization seeks to achieve, what beliefs that individuals must abide by, what are the interpretations of Past events and current data that should be most useful to the organization. Having the ability of senior management to make these decisions will qualify it for the next task of delivering messages of clear value that are not simply rejected, bearing in mind that these decisions are often not taken in a clear way, as decisions related to culture are often taken implicitly, intuitively and from Through trial and error.

4. The Strategic Rope

Metaphors are used to describe and interpret concepts, so technology, politics, and culture are referred to as braids by likening them to threads or ropes interconnected with each other to form (the braid). At a distance, individual chords are indistinguishable, this is true in organizational situations, so that it is not clear from casual or casual observation what technology is, what politics is, what culture is. However, the three ropes are present and need to be understood and dealt with in order to understand the nature of the organization. Secondly, the strands can become disjointed and when this happens, they become a weakness for the organization and thus can suffer dissolution.

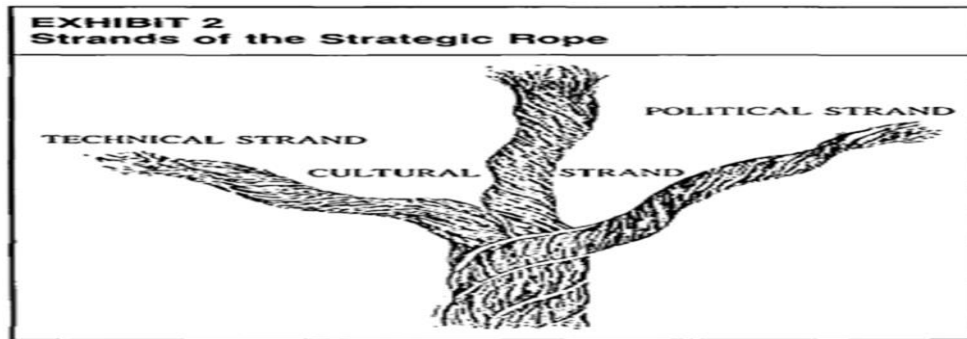


Figure (3) The strategic rope

Sources: Tichy, Noel, Strategic Change Management (New York: Wiley, 1982).

Technological, political and cultural ropes can operate under conflicting or contradictory purposes, and as a result the organization becomes weak to a large extent, and in this case the task of strategic management becomes to protect the strategic rope from dissolution in the face of technological, political and cultural problems, and thus change is The strategy is based on reorganizing the three ropes. Figure (4) illustrates the task of strategic management by balancing the three systems (technological, political and cultural) in an environment where environmental pressures prevail:

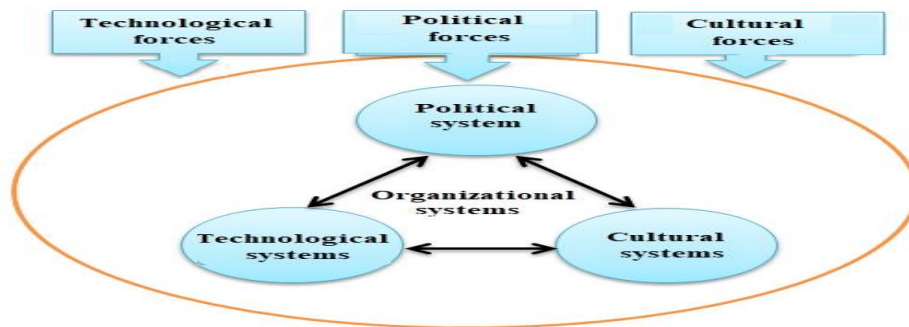


Figure 4: strategy & environmental pressures

Sources: Tichy, Noel, Strategic Change Management (New York: Wiley, 1982).

Rather than relying heavily on the rope metaphor, the three problem areas can be viewed as a system of interrelated groups of components, each of which is logically organized. In order to solve persistent problems, organizations are developing three systems. The technological system includes the relationships between all the elements required to deal with the production problem. As for the political system, it participates in all the practices, activities, and elements that are

used in dealing with the problem of customization. The cultural system includes symbols, values, and systematic elements in the direction of dealing with a dominant ideological problem.

Administrative tools:

There are three basic groups of tools for managing the three systems, which are as follows:

- The mission and strategy of the organization;
- The structure of the organization and its administrative procedures;
- Human resource management procedures in the organization.

The task of the administration lies in the use of the three administrative tools with the aim of creating harmony between the technological, political and cultural systems.

Organizational Cycles: T,P,C Theory

Organizations face a state of continuous changes and transformations, so none of the three problems are solved absolutely, and this situation represents continuous dilemmas. At different points in time anyone or combination of these problems may need to be modified. These adjustments are managed by implementing a combination of strategies. These strategies include self-adjustment through positive neglect or purposeful avoidance, simple maneuvering with the problem, focusing concerted managerial effort on changes in the organization's mission and strategy, redesigning the organization's structure, or making changes in human resource management systems.

Adjustments in all three problem areas can be visualized in terms of cyclical fluctuations. Thus, there are technical, political and cultural adaptation cycles in organizations. Over time, organizations vary in the amount of energy they invest in making adjustments to these cycles. The phenomenon of cyclical fluctuations overlaps and interact with each other. This interaction may be beneficial to the organization or a source of problems. See Figure 5.

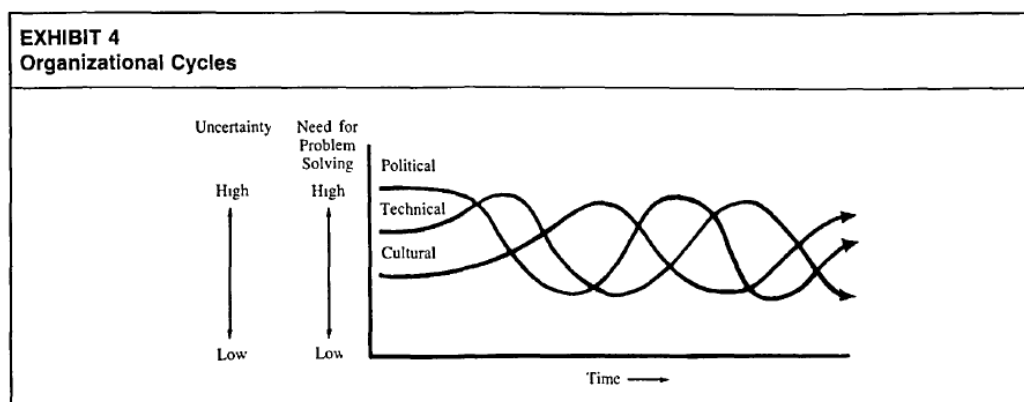


Figure (5) Organizational courses

Sources : Tichy, Noel, "When Does Work Restructuring Work? Organizational Innovations at Volvo and GM," *Organizational Dynamics*, 1976

As a result of the intense pressure and the urgent need for modification, the administration tries to solve one or more of these problems through the development of systems, as there are technical systems to solve production problems, political systems to deal with allocation problems, and cultural systems for expression, promotion, challenge, and changing ideological values . All these systems have their internal directives as well as all three types of systems are characterized by correlation and interdependence, and if the organization is well managed strategically, the three systems become in a state of effective compatibility.

8. How does strategic change happen?

The T, P, C theory is derived from the destiny management model developed by Pickard and Harris. Triggering change due to threats and/or opportunities. In our example, AT&T Corporation was created.

- Entry of new competitors with diverse offers (threatening its position in the industry market)
- Having technological and financial capabilities (opportunity)

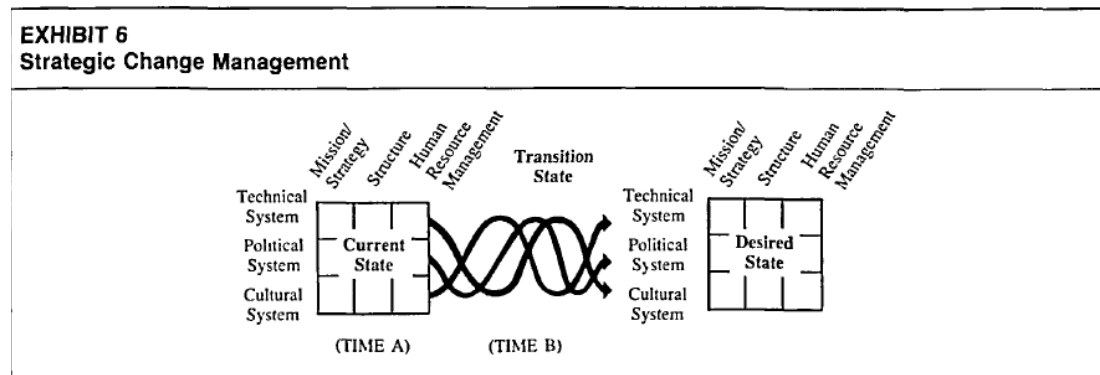


Figure (6)

Strategic change management

Sources: Noel Tichy, (1983), "the essentials of strategic change management", *Journal of Business Strategy*, Vol. 3 Iss 4 pp. 55 – 67.

The third topic

The practical framework of the study

First: the descriptive analysis of the variables of the study

The descriptive analysis represents the lens through which the extent of the values of the variables considered in the study can be observed in the community of the researched organization. The descriptive statistical analysis is based on providing a summary of the response of the researched sample according to the main or sub-study variables, depending on some of the descriptive statistical indicators. The descriptive analysis shows an important aspect of data analysis quantitatively, and describes the data by describing the behavior of the research sample (the sample that was adopted in data collection), which gives the researcher a clear perception of the nature of the analyzed data (Triola, 2012:4) Therefore, it is necessary to rely on a set of descriptive indicators represented by the (arithmetic mean) indicator, which shows the extent of the sample's response to the research variables, and the (standard deviation) indicator, which shows the extent of the deviation of the values from their arithmetic mean. As the value of the hypothetical mean (3) was adopted, meaning that the value of the extracted arithmetic mean that is greater than or equal to the value of the hypothetical mean is considered an acceptable value, that is (there is a response), and vice versa, it is considered rejected, that is (the absence of a response, which requires treatment or focus on it and drawing the attention of management to address the reasons for the lack of Achieving acceptable values) based on a five-rank Likert scale (fully agree, agree, neutral, disagree, totally disagree) by reviewing the arithmetic mean and standard deviation as follows:

1. Descriptive analysis of the independent variable visionary leadership

To find out the level of availability of the independent variable visionary leadership in the researched organization, a number of tests related to (mean, standard deviation, and relative importance) were conducted. The researchers extracted the numbers, percentages, arithmetic means, and standard deviations of the visionary leadership items from the point of view of customers in the study sample organization, as shown in the following table:

Table (1) Descriptive analysis of the dimensions of the independent variable (visionary leadership).

Variable	Dimension	Paragraph Code	Arithmetic Average	Standard Deviation	Relative Importance
Visionary leadership		X1-1	3.9873	1.00811	79.746
		X1-2	4.0148	0.99982	80.296

	Vision	X1-3	3.6229	1.0485	72.459	
		X1-4	3.475409836	1.03675	69.50819672	
		X1-5	3.540983607	1.0458	70.81967214	
		X1-6	3.62295082	1.0485	72.4590164	
		X1-7	3.181934426	1.0126	63.27868852	
		X1-8	3.721311475	1.049	74.4262295	
		X1-9	3.524590164	1.043	70.49180328	
		X1-10	3.82490	0.94234	76.502	
		communication	X2-1	3.9182	0.98011	78.364
			X2-2	3.9527	0.9858	79.054
	X2-3		3.5245	1.043	70.491	
	X2-4		3.459016393	1.05	69.18032786	
	X2-5		3.491803279	1.0364	69.83606558	
	X2-6		3.868852459	1.01025	77.37704918	
	X2-7		3.93442623	1.03675	78.6885246	
	X2-8		3.68852459	1.04588	73.7704918	
	X2-9		3.83013964	0.99596	76.5021456	
	X2-10		3.459016393	1.05	69.18032786	
	X2-11		3.5669	0.98237	71.338	
	Empowerment	X3-1	3.9182	0.98011	78.364	
		X3-2	3.707	0.92168	74.14	
		X3-3	3.6885	1.0458	73.770	
		X3-4	3.9838	1.00548	79.676	
		X3-5	3.5669	0.98237	71.338	
		X3-6	3.9527	0.98588	79.054	
		X3-7	3.9182	0.98011	78.364	
		X3-8	3.707	0.92168	74.14	
		X3-9	3.9182	0.99319	78.364	
		X3-10	3.9838	1.00548	79.676	
		X3-11	3.9182	0.99319	78.364	
	The average			3.766275455	0.982647909	74.31672727

Source: Results of SPSS v.26.

Table (1) shows a set of results for a sample of (81) respondents, providing evidence of the awareness of the visionary leadership variable in the organization under study. As this variable achieved a general arithmetic mean of (3.766275455), which is thus greater than the hypothetical mean of (3), and a relative importance of (74.31672727), this indicates the availability of the

visionary leadership variable with a general standard deviation (0.982647909), which indicates a slight dispersion in Respondents' answers.

2. Descriptive analysis of the intermediate variable strategic improvisation

To find out the level of availability of the independent variable, strategic improvisation, in the researched organization, a number of tests related to (mean, standard deviation, and relative importance) were conducted. The researchers extracted the numbers, percentages, arithmetic averages, and standard deviations of the strategic improvisation items from the point of view of customers in the study sample organization, as shown in the following table:

Schedule (2): Descriptive analysis of the first dimension of the mediating variable (strategic improvisation)

Variable	Paragraph symbol	SMA	Standard deviation	Relative importance
Strategic improvisation	M1	3.9838	1.00548	79.676
	M2	3.5669	0.98237	71.338
	M3	3.9527	0.98588	79.054
	M4	3.9182	0.98011	78.364
	M5	3.707	0.92168	74.14
	M6	3.9182	0.99319	78.364
	M7	3.9873	1.00631	79.746
The average		0.982647909	3.866275455	76.31672727

Source: Results of SPSS v.26.

Table (2) showed a set of results for a sample of (320) respondents, providing evidence of realizing the strategic variable of improvisation, but not at the required level in the organization under study. As this variable achieved a general arithmetic mean of (3.866275455), which is thus greater than the hypothetical mean of (3), and a relative importance of (76.31672727), this indicates the availability of the strategic improvisation variable with a general standard deviation (0.982647909), which indicates a slight dispersion in Respondents' answers.

3. Descriptive analysis of the dependent variable strategic change

To find out the level of availability of the dependent variable of strategic change in the researched organization. A number of tests related to (mean, standard deviation, and relative

importance) were conducted. The researcher extracted numbers, percentages, arithmetic averages, and standard deviations for the items of strategic change from the point of view of customers in the study sample organization, as shown in the following table:

Table (3): Descriptive analysis of the dimensions of the dependent variable strategic change

Variable	Dimension	Paragraph symbol	SMA	Standard deviation	Relative importance	
Strategic change	Technological dimension	Y1-	3.59	1.012	71.8	
		Y1-	3.9873	1.00631	79.746	
		Y1-	3.7325	1.0883	74.65	
		Y1-	3.7325	1.0883	74.65	
		Y1-	3.828	1.00753	76.56	
		Y1-	3.9873	1.00631	79.746	
		Y1-	3.7325	1.0883	74.65	
		Y1-	3.7325	1.0883	74.65	
		Y1-	3.8089	0.99443	76.178	
		Y1-	3.465	1.22228	69.3	
		Y1-	3.5669	0.98237	71.338	
		Y1-	3.6879	0.88327	73.758	
		Y1-	3.758	0.90866	75.16	
		Y1-	3.66	0.972	73.2	
		Y1-	3.6879	0.88327	73.758	
		The political dimension	Y2-	3.758	0.90866	75.16
			Y2-	3.66	0.972	73.2
			Y2-	3.828	1.00753	76.56
	Y2-		3.56	1.064	71.2	
	Y2-		3.5669	0.98237	71.338	
	Y2-		3.66	0.972	73.2	
	Y2-		3.59	1.012	71.8	
	Y2-		3.9873	1.00631	79.746	
	Y2-		3.7325	1.0883	74.65	
	Y2-		3.7325	1.0883	74.65	
	Y2-		3.828	1.00753	76.56	
	Y2-		3.56	1.064	71.2	
	Y2-		3.5669	0.98237	71.338	
	Y2-		3.56	1.064	71.2	
	The cultural dimension	Y3-	4.0148	0.99982	80.296	
		Y3-	3.82490	0.94234	76.502	
		Y3-	3.83013	0.995967	76.502	
		Y3-	3.82490	0.94234	76.502	
		Y3-	3.707	0.92168	74.14	
		Y3-	3.56	1.064	71.2	
		Y3-	3.5669	0.98237	71.338	
		Y3-	3.56	1.064	71.2	
		Y3-	4.0148	0.99982	80.296	
		Y3-	3.82490	0.94234	76.502	

		Y3-	3.83013	0.995967	76.502
		Y3-	3.82490	0.94234	76.502
		Y3-	3.707	0.92168	74.14
		Y3-	3.8251	0.99598	76.502
		Y3-	3.66	0.972	73.2
The average			3.9713416	0.993050833	77.42683333

Source: Results of SPSS v.26.

Table (3) shows a set of results for a sample of (81) respondents, providing evidence of awareness of the strategic change variable in the organization under study. As this variable achieved a general arithmetic mean of (3.9713416), which is thus greater than the hypothetical mean of (3), and a relative importance of (77.42683333), this indicates the availability of a strategic change variable with a general standard deviation (0.993050833), which indicates a slight dispersion in Respondents' answers.

Second: hypothesis testing

First: Correlation Test:

This paragraph includes testing three main hypotheses, as follows:

The first main hypothesis: It states: There is a positive and significant correlation between visionary leadership and strategic change. With regard to proving the validity of this hypothesis, Table (4) related to the correlation matrix showed the existence of a significant and positive correlation between visionary leadership and strategic change. The value of the correlation coefficient reached Between them (.884) at a significant level (0.01), and this supports the validity of the first main hypothesis, and four sub-hypotheses branch out from this hypothesis, which are:

1. The existence of a positive and significant correlation between the vision and the strategic change:

Table (4) related to the correlation matrix shows that there is a significant and positive correlation between the vision and the strategic change. The value of the correlation coefficient between them was (.830) at a significant level (0.01), and this supports the validity of the first sub-hypothesis.

2. There is a positive and significant correlation between communication and strategic change:

Table (4) related to the correlation matrix shows that there is a significant and positive correlation between communication and strategic change. The value of the correlation

coefficient between them was (.864) at a significant level (0.01), and this supports the validity of the second sub-hypothesis.

3. There is a positive and significant correlation between empowerment and strategic change:

Table (4) related to the correlation matrix shows that there is a significant and positive correlation between empowerment and strategic change. The value of the correlation coefficient between them reached (.852) at a significant level (0.01), and this supports the validity of the third sub-hypothesis.

Table (4) Matrix of the correlation between visionary leadership and its dimensions with strategic change

		X	X1	X2	X3	Y
X	Pearson Correlation	1	.749**	.760**	.705**	.884**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	106	106	106	106	106
X1	Pearson Correlation	.749**	1	.889**	.841**	.830**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	106	106	106	106	106
X2	Pearson Correlation	.760**	.889**	1	.816**	.864**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	106	106	106	106	106
X3	Pearson Correlation	.705**	.841**	.816**	1	.852**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	106	106	106	106	106
Y	Pearson Correlation	.884**	.830**	.864**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	106	106	106	106	106

Source: Results of SPSS v.20.

The second main hypothesis: It states: There is a positive and significant correlation between visionary leadership and strategic improvisation.

With regard to proving the validity of this hypothesis, Table (4) related to the correlation matrix showed the existence of a significant and positive correlation between visionary leadership and strategic improvisation, as the value of the correlation coefficient between them reached (.884) at

a significant level of (0.01). This supports the validity of the second main hypothesis. Four sub-hypotheses branch out from this hypothesis :There is a positive and significant correlation between vision and strategic improvisation.:

1. There is a positive and significant correlation between communication and strategic improvisation:

Table (5) related to the correlation matrix shows the existence of a significant and positive correlation between the vision and strategic improvisation, as the value of the correlation coefficient between them reached (.830) at a significant level (0.01), and this supports the validity of the first sub-hypothesis

2. There is a positive and significant correlation between empowerment and strategic improvisation:

Table (5) related to the correlation matrix shows that there is a significant and positive correlation between communication and strategic improvisation. The value of the correlation coefficient between them was (.864) at a significant level (0.01), and this supports the validity of the second sub-hypothesis.

3. There is a positive and significant correlation between empowerment and strategic improvisation:

Table (5) related to the correlation matrix shows that there is a significant and positive correlation between empowerment and strategic improvisation. The value of the correlation coefficient between them reached (.852) at a significant level (0.01), and this supports the validity of the third sub-hypothesis.

Table (5) Matrix of the correlation between visionary leadership and its dimensions with strategic improvisation.

		X	X1	X2	X3	M
X	Pearson Correlation	1	.749**	.760**	.705**	.884**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	106	106	106	106	106
X1	Pearson Correlation	.749**	1	.889**	.841**	.830**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	106	106	106	106	106
X2	Pearson Correlation	.760**	.889**	1	.816**	.864**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	106	106	106	106	106
X3	Pearson	.705**	.841**	.816**	1	.852**

	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	106	106	106	106	106
M	Pearson Correlation	.884**	.830**	.864**	.852**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	106	106	106	106	106

Source: Results of SPSS v.20.

The third main hypothesis: It states: There is a positive and significant correlation between strategic improvisation and strategic change. With regard to proving the validity of this hypothesis, Table (6) related to the correlation matrix showed the existence of a significant and positive correlation between strategic improvisation and strategic change. The value of the correlation coefficient between them was (.884) at a significant level (0.01), which supports the validity of the third main hypothesis.

Table (6) the results of the correlations between strategic improvisation and strategic change

M	M	T-table
Y		
Strategic change	0.804	
T Value		1.96
P value	0.000	
The result	Accept the hypothesis	

Prepared by researchers based on the outputs of the electronic calculator

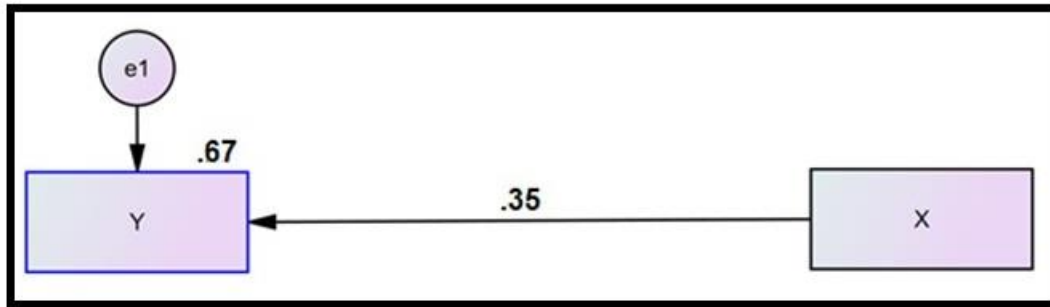
Through the results shown in Table (6), it is clear that the third main hypothesis is accepted, as the value of the correlation coefficient was significant at the T level greater than 1.96.

Second: Testing impact hypotheses

The process of verifying the impact hypotheses of all kinds among the current research variables, whether (direct or indirect) according to the respondents' opinions, will be done by building the Structural Equations Modeling, which appears in Figure (7).

First: Testing the fourth main hypothesis

The fourth main hypothesis (H4) states that "there is a positive impact relationship between visionary leadership and strategic change." To test this hypothesis, the structural model shown in Figure (7) was built, and its results are presented in Table (7).



Source: Output from Amos v.26

*Figure (7) The structural model for testing the fourth main hypothesis

Source: Output from Amos v.26

Table (7) The results of evaluating the structural model of the fourth main hypothesis

hypothesis	Path	Path coefficient	t Value	p Value	result	R2 coefficient of determination	R2 average
H4	X→Y	0.35	6.832	0.001	Acceptance	0.122	0.11

Source: Output from Amos v.26

Table (7) presents the results of evaluating the structural model of the fourth main hypothesis, which showed that the path coefficient for this hypothesis reached 0.35 (which achieves the required levels of T-value and P-value). For the purpose of explaining the explanatory power, the modified determination coefficient R2 has reached (0.122), and this indicates that the visionary leadership variable explains the strategic change variable by (12%) and the rest of the percentage is other factors that were not addressed by the model.

Second: Testing the sub-hypotheses emanating from the fourth main hypothesis

The sub-hypotheses emanating from the fourth main hypothesis (H4-1, H4-2, H4-3) state the following:

H4-1: Existence of a positive influence relationship of the vision in the strategic change.

H4-2: Existence of a positive communication influence relationship in strategic change.

H4-3: Existence of a positive influence relationship of empowerment in the strategic change.

For the purpose of testing these hypotheses, the structural model was built in Figure (8). Table (8) also shows the results of evaluating the structural model for these hypotheses.

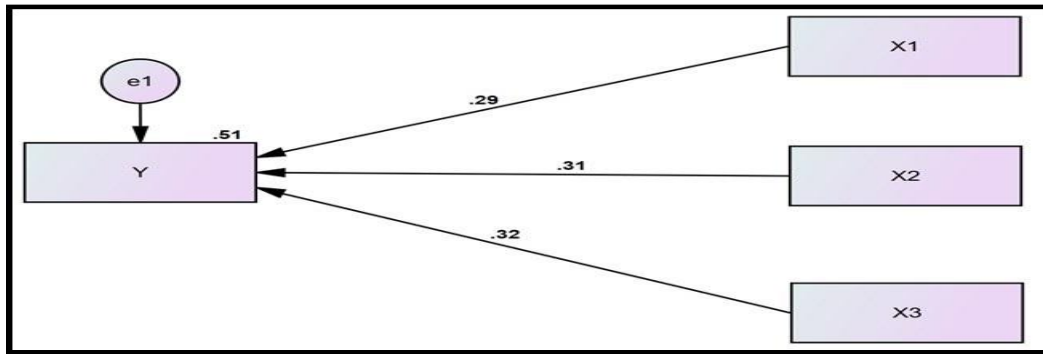


Figure (8) The structural model for testing the sub-hypotheses emanating from the fourth main hypothesis

Source: Output from Amos v.26

Table (8)

The results of evaluating the structural model for the sub-hypotheses emanating from the fourth main hypothesis

hypothesis	Path	Path coefficient	t Value	p Value	result	R2 coefficient of determination	R2 average
H4-1	X1→Y	0.29	5.109	0.000	Acceptance	0.	0.70
H4-2	X2→ Y	0.31	4.043	0.000	Acceptance		
H4-3	X3→ Y	0.32	5.875	0.000	Acceptance		

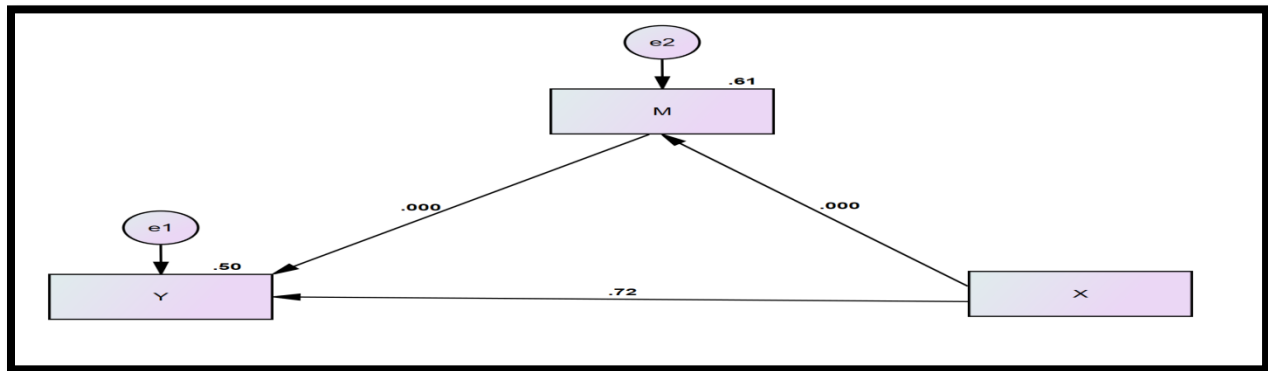
Source: Output from Amos v.26

Table (8) presents the results of evaluating the structural model of the sub-hypotheses of the hypothesis emanating from the fourth main hypothesis, which showed that all path coefficients for the three hypotheses (H4-1, H4-2, H4-3) are significant which achieves the required limits of the values of each of the T-value and P-value (for the purpose of explaining the explanatory power, the modified coefficient of determination R2 has reached (0.72), and this indicates that the dimensions of the visionary leadership variable explain the strategic change variable by (72%) and the rest The ratio is other factors that were not covered by the model.

Third: Testing the fifth main hypothesis

The fifth main hypothesis (H4) states that "there is a positive indirect impact relationship of visionary leadership in strategic change through strategic improvisation." To test this hypothesis,

the structural model shown in Figure (9) was built, the results of which are presented in Table (9).



Source: Output from Amos v.26

Figure (9) Structural model for testing the fifth main hypothesis

Table (9) The results of evaluating the structural model of the fifth main hypothesis

Hypothesis	Path	Effect Type	Effect	t Value	p Value	Outcome
H4	X→M→Y	indirect effect	0.72	10.062	0.001	Acceptance

Source: Smart PLS software output

Table (9) shows the results of evaluating the structural model of the fifth main hypothesis, which showed that the coefficient of the indirect path (the mediating effect) was (0.72), and to verify the significance of the effect, the values of each From (T-value), (P-value) the required limits are achieved and thus the fifth hypothesis is accepted, and this proves that the strategic improvisation variable plays the role of a partial mediator in the relationship between visionary leadership and strategic change.

CONCLUSIONS AND RECOMMENDATIONS

First: the conclusions of the study

A. the conclusions of the theoretical side

In the light of the results of the study reviewed above, a number of conclusions can be drawn aimed at diagnosing shortcomings or strengths in order to provide reliable

recommendations in serving or guiding the concerned authorities in the research sample as much as possible. The following are the most important results of the study:

1. The approach of visionary leadership and strategic change through strategic improvisation represents an emerging approach for theoretical and experimental development in strategic management, especially in light of highly competitive environments and rapid change, where the strategy becomes in light of those environments improvisation and needs leaders with a pioneering and creative vision in order to achieve strategic change.
2. Visionary leadership attracted many researchers and administrators because of its potential to influence followers, especially with regard to employing the dimensions of empowerment and communication to serve the goals of the organization
3. Most researchers agree that (communication, support and guidance, and accessibility) are the backbone of the visionary leadership theory.
4. The study showed the need for visionary leadership as a better solution for the management of educational institutions, due to its connection with moral values and its positive impact that necessitates the need for this type of leadership.
5. The visionary leadership is consistent with the nature of the work of the educational institutions and their activities for the common principles in which they believe, and they achieve integration in many commonalities.
6. The strategic change has received great attention from researchers because of its role in achieving the goals of the organization, which requires attention from the management of the organization.
7. There is general agreement among most administrators that visionary leadership is generally defined by (vision, communication and empowerment.)

B. the conclusions of the applied side

1. The results of the visionary leadership style diagnosis indicated a positive leadership in the research organizations, as agreed upon by the respondents, which is largely consistent with the content analysis.

2. The presence of visionary leadership was found to a moderate degree, as most of the answers of the respondents were between approval and neutrality on most of the paragraphs related to the visionary leadership style. Where it came after (vision) in the third place in the sequence of the three dimensions, which means that leaders may think in the long term, but they pay more attention to immediate issues.
3. The results showed that the strategic improvisation variable plays the role of a partial mediator in the relationship between visionary leadership and strategic change.
4. The results showed that there is a positive and significant correlation between visionary leadership and strategic improvisation, and there is an indirect positive influence relationship of visionary leadership in strategic change through strategic improvisation.
5. The nature of the intellectual content of the dimensions of the scale reflects the values and practices of higher considerations that cannot be absolutely available to all leaders, but rather their existence is relative.
6. It was found that the individuals in the research sample had a non-positive attitude towards the leaders' enjoyment of some characteristics that embody their personality. The issues of empowerment, and the like, were not tangible by them, or that the leaders themselves were unable or neglected in fact the importance of showing them to others.
7. The attitudes of the study sample respondents were not similar and equal towards the presence of visionary leadership characteristics among all educational leaders in the study sample faculties. What do the respondents believe and feel about certain characteristics of their leaders? This may, of course, be due to reasons related to the different personal characteristics of the respondents and may be attributed to age, gender or experience, which is reflected in the nature of the answer and behavior respectively, in addition to the possibility of varying conditions and work characteristics and nature from one college to another.
8. The results showed that it is possible to predict from the interested parties the presence of some aspects of strategic change practices among the leaders of the surveyed organizations by observing the personal, operational, functional or social characteristics of the educational leaders. The strategic change won the highest values.
9. It was found through the results that there is a realization among the respondents that the leaders provide them with empowerment through developing their capabilities, encouraging

them to work in teams, or caring for them, which motivates them towards practicing the behaviors of strategic change, which is consistent with the opinion of many researchers.

Recommendations of the study

Through the results of the study, some recommendations can be made that the researcher considers important to enhance existing strengths and overcome weaknesses and shortcomings, namely:

1. Establishing the concept of empowerment and communication among the leaders within the university, in order to create an environment conducive to the strategic change that the colleges seek to keep pace with developments.
2. The success and permanence of the organization is based on the extent to which leaders practice strategic change and the interaction of its elements in a way that leads to raising the level of organizational performance through strategic improvisation.
3. Develop training programs for administrative leaders to ensure the consolidation of the principle of empowerment and communication among them.
4. Involving university employees in decisions that concern them before taking them, such as assigning tasks and other assignments. Listen to their opinions and discuss them.
5. Encourage administrative leaders to communicate with each other and hold meetings and conferences for the purpose of benefiting from experiences and information about the best management of educational institutions.
6. Working to establish the principles of transparency and honesty within universities, and adopting visionary leadership behaviors is one of the important criteria for occupying job positions in the university.

References

- Alnoori, A. A. H. (2021). The role of visionary leadership in strengthening the university's position in the ui greenmetric world ranking. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(08), 938-950.
- Arenas, R. (2009). *Liderazgo Visionario Del Gerente Educativo*. México: Asociación Oaxaqueña De Psicología. AC. DOI:[10.3926/jotse.413](https://doi.org/10.3926/jotse.413)
- Molina, O. A. M. (2018). Visionary Leadership in the Administrative Staff of the Guapan Educational Unit. *Journal of Technology and Science Education*, 8(2), 115-125.
- Baker, T., Miner, A. S., & Eesley, D. T. (2003). Improvising Firms: Bricolage, Account Giving and Improvisational Competencies in the Founding Process. *Research Policy*, 32(2), 255–276. [https://doi.org/10.1016/S0048-7333\(02\)00099-9](https://doi.org/10.1016/S0048-7333(02)00099-9)
- Berson, Y., Shamir, B., Avolio, B. J., & Popper, M. (2001). The relationship between vision strength, leadership style, and context. *The Leadership Quarterly*, 12(1), 53-73.
- Bingham, C. B. (2009). Oscillating Improvisation: How Entrepreneurial Firms Create Success in Foreign Market Entries over Time. *Strategic Entrepreneurship Journal*, 3(4), 321–345. <https://doi.org/10.1002/sej.77>
- Chatman, J. E., Johnson, A., White, E., & Bell, R. L. (2020). The Leader as Effective Communicator. *American Journal of Management*, 20(2).
- Clement, D., (2008). Communication and Leadership. [Online]. Available URL: <https://doi.org/10.5430/cns.v6n2p55>
- Covey, S. R. (2013). *The 8th habit: From effectiveness to greatness*. New York, USA: Simon and Schuster.
- Crossan, M., Cunha, M. P. E., Vera, D., & Cunha, J. (2005). Time and organizational improvisation. *Academy of Management Review*, 30(1), 129-145. <https://doi.org/10.1016/j.leaqua.2007.04.008>
- Cunha, Miguel Pina.(2020). When and How is Improvisation Strategic. Master Degree in Management from NOVA School of Business and Economics.
- Dwivedi, R. S. (2006). Visionary leadership: A survey of literature and case study of dr apj abdul kalam at drdl. *Vision*, 10(3), 11-21. <https://doi.org/10.1177/097226290601000302>
- Herminingsih, A. (2021). the Role of Visionary Leadership in Quality Culture Development Through the Implementation of Internal Quality Assurance System as a Mediation (An Empirical Study in Indonesian Private Higher Education). *Dinasti International Journal*

- of Education Management And Social Science*, 2(3), 427-439..
<https://doi.org/10.31933/dijemss.v2i3.754>
- House, R., & Mitchell, R. (1974). Path-Goal Theory of Leadership. *Journal of Contemporary Business*, 9, 81-98. <http://www.educationalleaders.govt.nz/Managing-your-School/Guides-for-Managing-Your-School/Effective-Communications>
- Kearney, E., Shemla, M., van Knippenberg, D., & Scholz, F. A. (2019). A paradox perspective on the interactive effects of visionary and empowering leadership. *Organizational Behavior and Human Decision Processes*, 155, 20-30.
<https://doi.org/10.1016/j.obhdp.2019.01.001.pp1-11>.
- Kouzes, J. M. and Posner, B. Z. (2012), *The Leadership Challenge*, Jossey-Bass, San Francisco, CA. Book
- LeSourd, S. J., & Grady, M. L. (1989). Visionary Attributes in Principals' Descriptions of Their Leadership. *The High School Journal*, 73(2), 111-117.
<https://www.jstor.org/stable/40364671>.
- Levallet, N., & Chan, Y. E. (2018). Role of Digital Capabilities in Unleashing the Power of Managerial Improvisation. *MIS Quarterly Executive*, 17(1).
<https://aisel.aisnet.org/misqe/vol17/iss1/3>
- Levallet, N. (2014). Strategic Improvisation in Turbulent Times: The Role of Information Systems, A thesis submitted to the Graduate Program in Management, School of Business in conformity with the Requirements for The Degree of Doctor of Philosophy.
<http://hdl.handle.net/1974/12612>
- Marissa, A. L. (1985). Vision and Leadership: Paying Attention to Intention. *Peabody Journal of Education*, 63(1), 150-173. <https://doi.org/10.1080/01619568509538505>.
- Ani Marlia, M., Fahmy, R., Lukito, H., Prima Lita, R., & Rahim, R. (2020). Visionary leadership role: Building a ghost town civilization. *International Journal of Management (IJM)*, 11(1), 31-55. <https://ssrn.com/abstract=3526799>
- Monga, M. L. (2002). Leadership archetypes. *Indian Journal of Industrial Relations*, 147-160.
<https://www.jstor.org/stable/27767835>
- Rezvani, S., Dehkordi, G. J., & Shamsollahi, A. (2012). Managing strategic change for organizations. *International journal of academic research in economics and management sciences*, 1(3), 112-122. <https://www.jstor.org/stable/40364671>

- Sashkin, M. (1987). A new vision of leadership. *Journal of Management Development*, 6(4), 19-28. <http://dx.doi.org/10.1108/eb051650>.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- Tichy, N. (1983). The essentials of strategic change management. *Journal of Business Strategy*, 3(4), 55-67. <https://doi.org/10.1108/eb038990>
- Tichy, N. M. (1976). When does work restructuring work? Organizational innovations at Volvo and GM. *Organizational Dynamics*, 5(1), 63-80. [https://doi.org/10.1016/0090-2616\(76\)90025-5](https://doi.org/10.1016/0090-2616(76)90025-5)
- Tichy, N. (1982). *Strategic Change Management*. New York: Wiley.
- Weber, M. (1974). The theory of social and economic organization. The Free Press Glencoc, Illinois.
- Westley, F., & Mintzberg, H. (1989). Visionary leadership and strategic management. *Strategic management journal*, 10(S1), 17-32. <https://doi.org/10.1002/smj.4250100704>
- White, R.P., & Hodgson, P. (2002). The Newest Leadership Skills, In Goldsmith, M., V. Govindarajan, Kaye, B., & Vicere, A.A.(eds.), *The Many Facets of Leadership*, Delhi, Pearson Education, p. 181. <http://eprints.uthm.edu.my/id/eprint/882>
- Womack, W. J. (2021). Portraits of Visionary Leaders: Technology Directors' Leadership Characteristics and Experiences in K–12 Independent Schools During the COVID-19 Pandemic. <https://digitalcommons.acu.edu/etd/373>