The Role of Future Foresight in Achieving Strategic Leadership for Educational Institutions in the Sultanate of Oman

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Abstract
The study aimed to identify the role of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman. The importance of the study lies in the possibility for leaders of educational institutions in the Sultanate of Oman and other similar sectors to benefit from the results and recommendations of the study, as it is based on a theoretical field study, for the benefit of society as a whole. Studying for all leaders in education departments in the Sultanate of Oman. It consists of directors of education in public administrations, assistant directors of education for educational affairs, assistants for school affairs, directors of units, centers, offices and departments in each department. A statistically significant impact of the future vision in achieving strategic leadership for educational institutions in the Sultanate of Oman, there is a statistically significant effect of strategic environmental analysis in achieving strategic leadership, and there is a statistically significant effect of strategic thinking in achieving strategic leadership for educational institutions in the Sultanate of Oman. The study also recommended the formulation of a future vision with a pioneering orientation for the institution that depends on foreseeing and predicting the future, relying primarily on strategic analysis to explore future opportunities and expected threats, with analysis of its performance results to identify strengths and support them and weaknesses to overcome them; To enable it to achieve strategic leadership..
Keywords: Foreseeing the future, strategic leadership, educational institutions.

Introduction
The approaches and methods of developing government organizations have varied through the ages, where the traditional method based on change driven by need prevailed for a long

time. In the new competitive landscape and entrepreneurial strategies, strategic leadership has become of special importance for both existing and new organizations due to the increase in environmental dynamics and the unity of global competition regardless of The age of the organization or its size, and strategic initiatives should be better related to the performance of the organization because it aims to identify opportunities and develop them towards competitive advantages, and exploiting these opportunities is the essence of entrepreneurship while the essence of strategic management is how to transform these opportunities into sustainable competitive advantages (Kraus, sascha et al, 2011:13.(

Thus, strategic leadership combines the concept of leadership as practices aimed at searching for opportunities, and the concept of strategy as practices aimed at excellence and seeks to achieve performance development. Strategic leadership revolves in particular around ensuring or supporting the competitive position of the organization locally and globally; Where leadership has the greatest impact on organizational performance in the long term, especially with regard to the organization's ability to adapt, survive and continue; Since these criteria are ideally considered criteria for applying strategic management in organizations; It is necessary to start the entrepreneurial process in organizations at the strategic level, (Cowell & Perlman, 2017). We conclude that strategic leadership as an entrance to the development of organizations is represented in the process through which innovation is adopted and disseminated at all organizational levels; where entrepreneurial philosophy and thought permeate the actions and style of management across the entire organization (Covin & Miles.2009.(

The future has become fast with its scientific and technological achievements and changing with its increasing speed in changes (technical, scientific, economic, social) and organizations that are not ready to keep pace with those changes are unable to live with tomorrow and benefit from its achievements because the current era, and the rapid changes it is witnessing make the characteristic The basic principle of institutions is the orientation towards the future (Ahmed et al., 34:2003.(

Accordingly, interest in strategic leadership has increased in all organizations in general and educational institutions in particular, after the National Vision 2040 AD called for the need to improve the readiness of young people to enter the labor market, and to promote and support a culture of innovation and entrepreneurship, which was confirmed by the study (Al Sir, 2017; Al-Awda, 2018; Al-Qahtani, 2015.(

The educational institutions in the Sultanate of Oman are the direct gateway to the implementation of the plans of the Ministry of Education, and the link between them and the educational field. Several studies that dealt with the administrative reality in The education departments in the Sultanate of Oman indicate that there are many problems and issues facing these departments, which require the need to rely on modern administrative practices and approaches, including those studies (Al-Harbi, 2010; Al-Zahrani, 1436; Al-Qarni, 1437.(

Based on the foregoing, we find that educational institutions in the Sultanate of Oman need new approaches to play their role towards achieving the 2040 vision, and among these approaches is the entrance to strategic leadership. Hence, this study seeks to determine the role of future foresight in achieving the strategic leadership of educational institutions in the Sultanate of Oman in pursuit of the vision's objectives.

The Study Problem

Awareness of the future, anticipating its prospects, and understanding its challenges are among the main components of the enterprise leadership industry. The success of enterprises

cannot continue if they do not have a clear vision of the future landmarks, especially in the current era, where the interest in anticipating the future has increased because of the massive and rapid developments in various approaches to life. Which required everyone to pay attention to foreseeing the future in order to define a future vision that would enable them to keep track of these variables and keep pace with them by understanding the requirements and foundations of future foresight according to studied methodological steps to form clear future visions to achieve leadership The strategy; Therefore, it was necessary for the organizations to strive to achieve leadership in the markets in which they operate in order to compete, and for these organizations to take the lead in creativity and initiative, not only in tracing promising opportunities despite their danger, but also in creating them.

In light of the rapid development in the field of education in the Sultanate of Oman to achieve strategic leadership, the process of foreseeing the future has become a working method and a basic requirement to provide planners with various future methods to move the institution from its past and present framework to accurately anticipate the image of the possible or desired future to achieve this future and prepare for it, its requirements and challenges; Thus, achieving strategic leadership, and accordingly the research problem emerges in the following main question:.

Therefore, the study problem is summarized in the following main question:

What is the role of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman?

From this main question, a number of sub-questions emerge:

1-What are the dimensions of future foresight affecting the achievement of strategic leadership for educational institutions in the Sultanate of Oman?

2-What are the requirements for achieving strategic leadership, and how to support it for educational institutions in the Sultanate of Oman?

3-Is there a role for the dimensions of future foresight on the requirements of achieving strategic leadership for educational institutions in the Sultanate of Oman?

4-What is the role of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman?

5-What is the predictive ability of achieving strategic leadership through the dimensions of future foresight?

Third: The importance of research

This study is a response to a modern trend in the field of management, which is strategic leadership. Success cannot continue for anyone if he does not have a clear vision of the future landmarks, especially in the current era, where the interest in anticipating the future has increased as a result of the massive and hasty developments in various approaches to life, which required everyone Attention to foreseeing the future in order to define a future vision that enables it to keep pace with these variables and achieve strategic leadership. The importance of the research also lies from the practical side in the possibility of the leaders of educational institutions in the Sultanate of Oman and other similar sectors benefiting from the results and recommendations of the study, as it is based on a theoretical field study, for the benefit of society as a whole.

Fourth: Research objectives
1-Recognizing the dimensions of future foresight that affect the achievement of strategic leadership for educational institutions in the Sultanate of Oman.
2-Disclose the requirements for achieving strategic leadership, and how to support it for educational institutions in the Sultanate of Oman.
3-Determining the role of future foresight dimensions on the requirements of achieving strategic leadership for educational institutions in the Sultanate of Oman.
4-Concluding the role of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman.
5-Reaching the extent of the predictive ability to achieve strategic leadership through the dimensions of future foresight.

Fifth: Research hypotheses:
The main hypothesis: There is a statistically significant effect of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman.
Some sub-hypotheses emerge from this main hypothesis, namely:
1-There is a statistically significant impact of the future vision in achieving strategic leadership for educational institutions in the Sultanate of Oman.
2-There is a statistically significant impact of strategic environmental analysis in achieving strategic leadership for educational institutions in the Sultanate of Oman.
3-There is a statistically significant effect of strategic thinking in achieving strategic leadership for educational institutions in the Sultanate of Oman?
The following figure illustrates the proposed framework for the impact of future foresight in achieving strategic leadership:

Sixth: Research methodology and tools
The researcher followed the descriptive analytical approach: where the basic theoretical concepts related to the subject of the research were identified and rooted, using various references, periodicals, and various scientific sources, and extracting ideas from them, and referring to previous studies, in addition to conducting a field study on a sample of Telecom Egypt employees and their presentation In a digital form, in order to facilitate knowledge of the employees' attitudes towards the study variables and their relationships with each other, test their hypotheses, analyze and discuss their results. The main tool of the research was a survey form that included some axes that reflect the study variables.

Seventh: The limits of research
Objective limits: The research relied on a set of dimensions that reflect the main research variables, as follows:
1-Looking ahead: (future vision, strategic environmental analysis, strategic thinking).
2-Strategic leadership: (entrepreneurial culture, pioneering leadership, entrepreneurial mindset, strategic management of resources).
-Spatial boundaries: represent the research community in the educational institutions workers in the Sultanate of Oman; therefore, the field study was conducted on a sample of workers in educational institutions in the Sultanate of Oman, in order to know their opinions and attitudes about the subject of the research.
-Time limits: the period from the beginning of July 2022 until the end of the same month.

Eighth: Research Structure
In light of the goals that the research seeks to achieve, the research was divided into three axes, which included the research in the competition, the importance, importance and imposition of the research, in addition to the goals, objectives, importance and imposition of the research, in addition to that, the search for goals, objectives, importance and imposing the research into axes, Where he searches for goals, importance and imposing a search for research sites, and looking for goals, objectives, importance and imposition, the third axis is the study, analysis and discussion of its results, and then presenting some presentations on the topic of research.

Ninth: Previous studies
A- Previous studies of the future foresight variable:
The study (Al-Bawab, Jabber 2018) aimed to clarify the importance of anticipating the future in changing, improving and developing administrative work through successful planning, given that the success of any institution emerges in its ability to foresee the future to develop appropriate plans to confront that future and understand its prospects and challenges. The study concluded that success couldn't continue for any institution unless it has clear visions for the future of administrative work and its modernization.

The study (Persheng & Hans, 2017) also aimed to compare the foresight methods of large Swedish companies compared to a sample of European companies, and the focus was on measuring the differences regarding the ability of companies to foresee the future. The study found that Swedish companies operate in a less dynamic environment than their European counterparts do, but the Swedish corporate environment is more complex, and in terms of foresight, Swedish companies have stronger internal capabilities in terms of culture, its complexity and the use of information, and Swedish companies have stronger perception capabilities to foresee the future. From European companies.

The study of Mahdi & Akbar, 2017) also aimed to study the ability of companies to foresee the future and their effects on innovation, the quality of managers' strategic decision-making and organizational performance in the banking industry in Iran. The study concluded that the ability of companies to foresee the future affects innovation, and the results of the research indicated that using data to anticipate the future and identify weaknesses, can reduce uncertainty and issue advance warnings in order to enhance the quality of strategic decision-making for managers and enhance organizational performance.

The study (Al-Jashami, Nawaf 2017) aimed to try to focus on the importance of the relationship between the field of future foresight and the decision maker because of the great benefits of future foresight studies to the decision maker in terms of preserving the current national gains, and the state of readiness for the future that requires studying the past in its various manifestations, passing through an examination Present variables and their repercussions to draw future directions. The study reached some recommendations, the most important of which is the necessity for the decision-maker to crown and strengthen his efforts by separating the strategic field as a separate science and the forward-looking field for the future, which is based on an exploratory approach different from the approach that strategic studies and strategic planning are based on, which is the ta By reviewing previous studies, it can be said that the total results of these research and studies are what called the researcher to address the topic of this research to be an extension of these research and studies, and that these studies and research are what identified the researcher the subject of this research

and its elements, and suggested to the researcher the relevant assumptions and variables that correspond to the research problem

B- Previous studies of the strategic leadership variable:
The study (Quid, Fatima, 2017) aimed to identify the concept of strategic entrepreneurship as a new entry into strategic management. With an indication of the effort made by institutions to adopt this concept in a way that helps enhance competitiveness; and addressing strategic entrepreneurship as an entrance to the development of institutions. The study concluded that strategic management should be linked to innovation, initiative and risk-taking. The use of these elements develops the organizational culture of the institution, and the need to present a vision of strategic leadership within the strategic framework of the institution, with the need to formulate a vision with a pioneering orientation in order to achieve sustainability in its competitive capabilities and achieve partnership through Strategic alliance support.

The study (Mohammed, Saied, 2013) aimed to identify the nature of the relationship between the strategic orientation with its dimensions (vision, mission, goals, values, strategy) and the strategies of entrepreneurship in business organizations in light of the strategic characteristics of the contemporary environment. The study found the need to enhance the organizational culture of employees in order to accommodate the strategic orientation and its relationship to leadership strategies, with the need to provide financial support to finance creative ideas and activities for employees to achieve strategic leadership.

The study (Al-Sakarneh, Bilal 2008) aimed to develop strategies for feedback that contribute to achieving competitive advantage and improving the performance of telecommunications companies in Jordan. The study concluded that the companies in question should take the initiative to focus on creativity and innovation for employees, and focus on exclusivity in services and business, in addition to focusing on initiative and risk-taking as mechanisms to achieve strategic leadership.

The study (Tino. Michalski, 2004) aimed to identify how creativity affects the formation of an entrepreneurial organization in light of intense competition between international organizations. Competition and the ability to achieve competitive advantage.

By reviewing previous studies, it can be said that the total results of these research and studies are what called the researcher to address the topic of this research to be an extension of these research and studies, and that these studies and research are what identified the researcher the subject of this research and its elements, and suggested to the researcher the relevant assumptions and variables that correspond to the research problem.

Theoretical framework for research: First: Foreseeing the future and its methodological foundations:

A- The concept of future foresight and its importance:
The future is the stages that time passes through (past, present and future). It occupied human thought since its inception. In the past, he was able to routinely predict the course of his life, where change was slow and took generations to prove and deepen, and thinking about the future remained frozen for a long time and he looked at those who were talking about The future as dreamers, but the Second World War and the great changes that took place made the world change with an unprecedented acceleration in human history, and this change included all aspects of life, and it began Writers and scientists are thinking more seriously about what if it happens in the future? How does he plan? What are the supplies or

tools we need to study the future? What are the methodologies? To be ready to confront it and identify alternatives and choose the best ones based on the strength of these trends, influence them and direct them for the better (Al-Khudri, Saied, 2014: 17).

Foreseeing the future is an organized scientific effort that leads to the formulation of a set of conditional predictions that include the main features of certain situations or groups of societies over a period of time that extends for more than twenty years, by focusing on the variables that can be changed by decisions, that is, it is a future vision that enables us to extract the elements of the forecast. Humanity, where (Elias, Belk, 2016: 340).

1-Foresight is looking towards the future to anticipate the nature and importance of future developments using information from the past and the present by trying to predict some of what might happen in the future (Al-Azzawi, Awatef, 2015:30).

2-Predictions depend on the capabilities of the mind (thinking, imagination, insight, intuition, vision).

3-The widening of the time range for anticipation.

4 Determining the trends of change and trying to influence these trends.

Awareness of the future, anticipating its prospects and understanding its challenges is an opportunity from the main ingredients in making success for organizations, which necessitated everyone to pay attention to foreseeing the future in order to define a future vision that would enable it to keep track of these variables and keep pace with them. The importance of foresight is focused on the following (Amir, Tariq, 2018: 32):

1-Leadership is a method for studying the future, and future studies represent the informational method on which the planning process is based. It provides planners with various forms of alternative futures, which results in choosing the best of them.

2-The planners were able, thanks to the future methods, to move from their past and present frameworks to accurately anticipate the image of the possible or desired future to achieve this future and prepare for it, its requirements and challenges so as not to be surprised by difficulties and problems that lead to it being left behind.

3-The future is fast with its scientific and technological achievements and is changing with its increasing speed in comprehensive changes (technical, scientific, economic, social) and the organization that was not ready to keep pace with these changes will lose the ability to live with tomorrow and benefit from its achievements (Zaki, Ahmed and others, 2013: 34).

It can be said that future studies help organizations create a better future for their organizations, thanks to the benefits they provide, the most important of which are (Cornish, Edward, 2018: 28).

- Discovering problems before they occur and preparing to prevent them.

- Reconsidering capabilities and resources to discover new paths that can achieve what the organization aspires to.

- Crystallizing the possible and available options and rationalizing the process of comparison between them.

B- The methodological foundations for looking ahead:

There is a set of methodological foundations on which the future foresight process must be based and should be characterized (Amir, Tariq, 2018: 32).

1-Comprehensiveness and the holistic theory of things: What are the political situations? Economic, social, etc. Their interaction with each other provides a comprehensive view.

2-Taking into account the complexity: that is, avoiding excessive simplification and abstraction of the phenomena studied.

3-Good reading of the past and the present: a reading of others' experiences and experiences and drawing lessons that benefit from the logic of simulation in understanding the mechanisms of development, the sequence of stages, and reading the present and the prevailing general trends.

4-The mixture between qualitative and quantitative methods in future work: qualitative methods alone or quantitative methods alone rarely meet the requirements of producing a future study, but the combination of the two methods leads to better results.

5-Neutrality and scientific: by identifying the alternatives and not excluding certain alternatives just because the study rejected its premises or claims.

6-Team work and collective creativity: it is imposed by the nature of future studies.

7-Self-learning and sequential correction of analyses: These studies and research are not completed in one go, but rather it is a multi-stage process by which the analyses are matured, the understanding is deepened, and the results are audited.

8-A full realization that the best knowledge is knowledge of the future: in building plans, exploring alternatives and choosing goals, a person should survive towards knowing the future based on a good reading of the past and present and how it will affect future events.

The most important dimensions of future foresight can be addressed according to the following:

A- Future vision: It is a statement issued by the institution for what it intends to be in the future, and the vision is set by senior management to help with planning and direction. It can be said that the term vision answers many questions such as; what does the organization want to become? Where will she go in her career? The vision defines its plans in development, until it reaches the ideal picture, and is considered the basis of any development that the institution seeks to achieve, and the vision must be characterized by clarity, simplicity and brevity (Dessler, Jarry, 2013: 189).

b- Strategic Environmental Analysis: Strategic analysis is one of the important components of strategic management processes, as it is concerned with following up and analyzing the internal and external environmental changes of the organization, in the end, to determine the strengths, weaknesses, opportunities and current and expected environmental threats, which ultimately leads to determining the nature of the appropriate strategic option. For the Foundation (Armstrong, Michael, 2003: 64).

C- Strategic thinking: It is a creative activity and a holistic, planning intellectual path of multiple visions and dimensions that stems from the study of reality in all its dimensions and manifestations, draws visions and future goals, and sets practical programs and plans that help move to the desired future. (Abd al-Mutaal and al-Tahan, 2015: 38).

Accordingly, it can be said that the process of foreseeing the future aims to try to fully know the future trends and determine the alternatives and choose the best ones based on the strength of these trends, influence them and direct them for the better, by anticipating the nature and importance of future developments using information from the past and the present by trying to predict some of what may happen in the future ; This makes foreseeing the future an influential role in achieving strategic leadership.

Second: Strategic leadership and its dimensions
A- The emergence of strategic leadership and its definitions
Within the prevailing strategic orientation in the literature, business organizations do not compete for current markets, but the process of competition now is about the future, and

entrepreneurial organizations are more inclined to engage in strategic management practices than organizations that are by nature more conservative. (2011:127).

Entrepreneurship is an English word of origin derived from the French word (Entreprendre), which in turn is divided into (Enter) and (Pender) meaning (transfer - between) and it represents the concept of the intermediary in the business process. When she switched to English, Entrepenure became Entrepreneur (Boiton & Thompson, 2014:54).

Strategic Entrepreneurship is a newly recognized field and it is not surprising that it is one of the areas of strategic management and entrepreneurship and is an important and critical concept for the twenty-first century (Hitt & Sexton 2002:9).

It is one of the new entrances to administrative thought, and it can be emphasized that it is a very modern field that dates back to 1999 specifically to the writings of ((Zahra et al, 1999 and Covin and Miles.2007)), but the academic interest in this field appeared officially with the issue In 2001, the Strategic Management Journal was published under the title Strategic Entrepreneurship (Genic 2012: 75).

Kimuli sees it as the beginning of focusing attention on strategic entrepreneurship, and then the first periodical specialized in strategic entrepreneurship appeared under the title (Strategic Entrepreneurship Journal), the first issue of which was published in 2007 and built (SE) around two basic ideas, namely Klein & Foss. 2012:

1-Strategy formulation and implementation, including entrepreneurial (business) mindset.
2-Find opportunity and feature search.

Strategic entrepreneurship is a sub-field of organizational leadership that includes entrepreneurial activities, and focuses on the future. Additionally, it focuses primarily on internal business, how to be creative and creative, and on building trust and responsibilities, and through this entrepreneurial organizations expect to improve performance business, and performance is linked to both behavior and strategic planning (Meyer & Heppard 2000:45).

The basic idea on which strategic leadership is based is represented by the concept of strategy designed for the purpose of answering the following question: Why do some organizations excel over others? Strategic entrepreneurship was primarily presented as a meeting point for entrepreneurship with strategic management (Mathebula P. 2011:25).

The result of the integration between these two important fields. Achieving the desired state of equilibrium between Exploration (opportunity search) and Exploitation (advantage-seeking behaviours). The result of the synergy process between leadership and strategy (Genic K. et al. 2012:20) ((Luke & Verreynne, 2010a:13)) (Lima. A. et al. 2009:140).

Despite the large number of research and studies that dealt with the topic of strategic leadership, reaching a concept that is generally accepted by researchers is still far from elusive and part of the logical explanation for this case because the researchers who dealt with the topic came from a variety of scientific backgrounds, and each of them was It holds certain ideas about strategic entrepreneurship and its opposite in its concept. There are researchers who have approached this term from the angle of the entrepreneurial perspective, and there are those who dealt with it from the angle of the strategic perspective, and there are those who dealt with it from the angle of complexity theory, and argued to address it from the angle of economic policy (Sokolova. Liubov.2011:19).

This is what is observed through a careful consideration of the concepts contained in the following table, which shows a review of the concepts of strategic leadership from the point of view of a number of writers and researchers in this field.

The concepts of strategic leadership can be reviewed from the point of view of a number of writers and researchers in this field, as shown in the following table:

Table (1) Concepts of strategic leadership from the point of view of a number of writers and researchers

concept	the page	the year	researcher	EXA
A process directed at strategic decisions and management efforts with the intent of identifying the best opportunities (with the highest expected return) to be invested through strategic actions.	346	2012	Akande	1
The state of tension (tension) between separate strategic activities (exploration and investment).	20	2012	Siren et al	2
How entrepreneurship and strategic management are related to the behavior and performance of the organization to exploit the competitive advantages of the organization within the environment that encourages initiative and the search for advantage to provide products and innovations, the search for new markets or a strategic competitive position in order to create wealth.	267	2013	Krasniqi & Kume	3
MEDC is a prominent way for economic development in the least economically developed countries (LEDC) and more economically developed countries (MEDC) to distinguish the organization's current work in light of the economic environment and to carry out radical changes to increase production, create sustainable job opportunities and develop capabilities.	1	2014	Majuro	4

Source: (Al-Yasiri and Al-Janabi, 2018: 29-33).

In summary, it can be noted that the definition of strategic leadership for organizations, as it includes both organizations, workers and businessmen, and strategic leadership does not necessarily mean the growth of business organizations, but rather it is a more important phenomenon, and includes social strategic leadership and even service organizations (Nambisan.et al 2015:2).

B- Dimensions of strategic leadership:
Most of the researchers agreed that the main dimensions of strategic entrepreneurship are four: (entrepreneurial culture, entrepreneurial leadership, entrepreneurial mindset, strategic management of resources). These dimensions were most agreed upon, as follows:
1-Entrepreneurial Culture:
Entrepreneurial culture is one of new ideas, creativity and expected danger, and contributes to encouraging tolerance for some errors or failures, promoting learning and motivating the administrative process to continue creativity and consider the moving change towards opportunities (Hitt & Hoskisson. 2011:32).
The most common interpretations generated by various authors reflect the idea that entrepreneurial culture is the system of shared values (i.e. what is important) and beliefs (i.e. how things work) that shape an organization's organizational structure and procedures for its members to set behavioral standards (i.e., the way work is completed in an organization(Mohutsiwa. Moshe, 2012:17).

An effective entrepreneurial culture is characterized by facilitating the organization's efforts to manage resources strategically, as it includes new ideas, encouragement of risk or tolerance for failure, promotion of learning, adoption of product and/or process innovations, management, and continuous change as a vector of opportunities. Through the simultaneous importance of opportunity- and advantage-seeking behaviors, it is for this reason that entrepreneurial culture embraces and supports the continuous search for entrepreneurial opportunities that can be exploited with sustainable competitive advantage (Mc Grath & Macmillan. 2000:19).

The existence of an entrepreneurial culture in a learning organization is an essential thing within the framework of competition, which helps in innovation and rapid response to technological developments and environmental changes to achieve a dynamic competitive competence. Entrepreneurial organizations use organizational learning to find limited skills and resources. Entrepreneurial culture is defined through six characteristics (Ireland & Simon, 2003: 70):

1-Basic Common Assumptions.
2-Invention, discovery, development by a particular group.
3-The process of learning how to deal with the problem of external adjustment and methods of internal integration.
4-Doing well for what they think is right.
5-These behaviors and behavior can be taught to new members of the group.
6-Looking at the correct vision, thinking and feeling the relationships of those problems.

2-Entrepreneurial Culture.
Entrepreneurial leadership is that action that defines the goals, directions and lines of the organizations and must be visionary (House. Morten, 2000:33).

Entrepreneurial leadership is the ability to influence others to manage resources strategically in order to emphasize opportunity-seeking and competitive advantage-seeking behaviors (Kimuli & Nakyegwe. 2011:57).

Effective entrepreneurial leadership is linked to the success of all sizes of organizations, whether small, medium or large-sized (390Daily. et. al, 2002).

There is a type of entrepreneurial leadership that has the ability to influence others to manage resources strategically in order to emphasize opportunity seeking and advantage-seeking behaviors. In order to achieve success and that the businessman is not necessarily the man who uses capital, but the man who knows how to organize work and train his workers (Covin & Slevin.2002:310).

And entrepreneurial leadership can generate entrepreneurial behaviors for work groups that are cohesive together and linked to a common goal, and these behaviors encourage and promote change and innovation among subordinates and strategic leaders who must have the ability to initiate, vision and transformation because their main role is their ability to form a dynamic logic, which is achieved through the presence of Diversity in managing the team that provides various experiences and talents that allow to compete in this competitive environment. This leadership needs not only to rely on creativity and radical innovation but also to inculcate initiative in the mindset of organizations and entrepreneurial culture, and without this strategic and cultural support there will be reason to imitate existing business units, projects and future systems (Urban. Boris, 2010:59).

3-Entrepreneurial Mindset

Before addressing the concept of the entrepreneurial mindset, it is necessary to first identify the mind and the vocabulary that overlaps with it. In terms of language, the intellect is derived from his intellect in the sense of linking and trusting to protect him from escaping. In this context, the Arabs call the intellect what protects man from the necessities of evil, and knowledge of knowledge sometimes overlaps with understanding, mentality and know-how at other times.

4-Strategic Resources Management

Resources refer to the assets of an organization that can be divided into two types (tangible and intangible assets), and tangible resources are physical things such as land, buildings, factories, equipment, plant energy, technology, processes and availability of raw materials. Intangibles are non-material things found by leaders and workers such as consumer confidence, brand image, culture and reputation of the organization, management skill, knowledge possessed by employees and intellectual property (Hill & Jones, 2008: 98).

First: Methodological procedures for the field study
A-community and sample of the field study

The study population is represented in all the leaders in the education departments in the Sultanate of Oman, and it consists of the directors of education in the public administrations numbering (16) (general directors, assistant directors of education for educational affairs (boys and girls), assistants for school affairs numbering (64), and advisors numbering (64). And the directors of units, centers, offices and departments, their number is (77) in each department, and their total is (1376) leaders.

b- Study sample

The researcher sent the electronic link to the vocabulary of the study sample from the directors and assistants of the general departments of education, their advisors, and the directors and directors of departments and offices in five public educational areas, and the departments are: (Muscat education district, Dhofar education district, Musandam education district, Al Buraimi education district, and education district North Al Batinah (430) individuals. This sample was intentionally selected for the following justifications:

The study sample constitutes (27%) of the community members, which is a sufficient and representative percentage.

The study sample represents five general educational regions and represents the central, western, eastern, northern and southern regions. Thus, the researcher covered the study population geographically, so that the sample is representative of the entire study community.

c- Statistical processing methods

The computer was used on the statistical software package SPSS Ver.20, in order to analyze the data obtained through the survey list, using some methods, namely: "Cronbach's alpha" coefficient to measure stability, frequencies and ratios to characterize the study sample, averages to measure sample trends, coefficient Correlation to measure the strength and direction of the association between variables, simple linear regression to find out the effect of the independent variable on the dependent variable.

D-Measuring the stability of the survey form using "Cronbach's alpha coefficient:

There is no reliable fixed value in measuring stability, but the acceptance of the value depends on the endemicity of the phenomenon in the study community and the number of expressions that measure the phenomenon and depends on it in accepting the degree of stability. While the strategic leadership variable reached 72.8%, and this reflects the good stability of the measurement tool and reassures the stability of the opinions of the research sample towards the survey list.

Second: Testing the research hypotheses
The main hypothesis: There is a statistically significant effect of future foresight in achieving strategic leadership for educational institutions in the Sultanate of Oman.
From this main hypothesis, emerge some sub-branches, which are tested as follows:
Test the first sub-hypothesis of the main hypothesis:
There is a statistically significant effect of the future vision in achieving strategic leadership for educational institutions in the Sultanate of Oman.
A- Correlation coefficient:
(Table 2) Correlation matrix for the first sub-hypothesis

dependent variable	morale	correlation coefficient	independent variable
Strategic leadership	0.000	0.892	Future vision

Looking at the previous table, it is clear that there is a direct correlation with a significant significance between the future vision and strategic leadership. The value of the correlation coefficient was 0.892, statistically significant at the level of 0.01, where the greater the interest in formulating the future vision, the greater the ability to achieve strategic leadership, and indicative of the validity of the relationship. Regression and intrinsic relationship between the two variables.

b- Analysis of Variance
Table (3) analysis of variance for the first sub-hypothesis

F test		mean squares	sum of squares	Statement
morale	the value	15.570	77.849	regression
0.000	13.724	1.134	428.835	the rest

Looking at the above analysis of variance table, it is clear that there is a regressive relationship between the future vision and strategic leadership, where the value of the "P" test was 13.724 statistically significant at the level of significance of 0.01.

c- Coefficient of determination:
Table (4) the coefficient of determination for the first sub-hypothesis

standard error	R2	Statement
0.46512	0.796	The coefficient of determination

The previous table shows that the coefficient of determination R2 = 0.796, which means that the future vision explains the strategic leadership by 79.6%, and the rest is explained by other variables that were not included in the regression relationship, in addition to the random errors resulting from sampling, measurement accuracy and others.

D- Impact Factor
Table (5) Impact factor for the first sub-hypothesis

morale	the value	Statement
0.000	0.243	Beta. coefficient

The previous table shows that the impact factor beta = 0.243, which means that the future vision affects the ability to achieve strategic leadership by 24.3%.From the above, it is clear that the first sub-hypothesis is correct, that is: There is a statistically significant effect of the future vision in achieving the strategic leadership of educational institutions in the Sultanate of Oman.

2-Testing the second sub-hypothesis of the main hypothesis
There is a statistically significant impact of strategic environmental analysis in achieving strategic leadership for educational institutions in the Sultanate of Oman.

A- Correlation coefficient
Table (6) Correlation matrix for the second sub-hypothesis

dependent variable	morale	correlation coefficient	independent variable
Strategic leadership	0.000	0.766	Strategic Environmental Analysis

Looking at the previous table, it is clear that there is a direct correlation with a significant significance between the strategic environmental analysis and the strategic leadership. The value of the correlation coefficient was 0.766 statistically significant at the level of significance 0.01, where the greater the interest in the strategic environmental analysis, the greater the ability to achieve strategic leadership. The regression relationship and the intrinsic relationship between the two variables.

b- Analysis of Variance
Table (7) analysis of variance for the second sub-hypothesis

F test		mean squares	sum of squares	Statement
the value	the value	7.904	47,425	regression
0.000	6.488	1.218	459,260	the rest

Looking at the previous analysis of variance table, it is clear that there is a regressive relationship between the strategic environmental analysis and the ability to achieve strategic leadership, where the value of the "P" test was 6.488 with a statistical significance at the level of significance of 0.01.

c- Coefficient of determination
Table (8) coefficient of determination for the second sub-hypothesis

standard error	R2	Statement
1.10372	0.587	The coefficient of determination

The previous table shows that the coefficient of determination R2 = 0.587, which means that the strategic environmental analysis explains the strategic leadership by 58.7%, and the rest is explained by other variables that were not included in the regression relationship, in addition to the random errors resulting from sampling, measurement accuracy and others.

D- Impact Factor

Table (9): Impact factor for the second sub-hypothesis

morale	the value	Statement
0.000	0.624	Beta. coefficient

The previous table shows that the impact factor beta = 0.624, which means that the strategic environmental analysis affects the ability to achieve strategic leadership by 62.4%. From the above, it is clear that the second sub-hypothesis of the main hypothesis is correct, that is: There is a statistically significant effect of strategic environmental analysis in achieving strategic leadership for educational institutions in the Sultanate of Oman.

Three-The third sub-hypothesis test of the main hypothesis: There is a statistically significant effect of strategic thinking in achieving strategic leadership for educational institutions in the Sultanate of Oman.

A- Correlation coefficient

Table (10) Correlation matrix for the third sub-hypothesis

dependent variable	morale	correlation coefficient	independent variable
Strategic leadership	0.000	0.739**	strategic thinking

Statistically significant at 0.01. Significance level**

Looking at the previous table, it is clear that there is a direct correlation with a significant significance between strategic thinking and strategic leadership. The value of the correlation coefficient was 0.739 statistically significant at the level of significance of 0.01, where the greater the interest in strategic thinking, the greater the ability to achieve strategic leadership, and it indicates the validity of the regressive relationship. The essential relationship between the two variables.

b- Analysis of Variance

Table (11) analysis of variance for the third sub-hypothesis

F test		mean squares	sum of squares	Statement
the value	the value	1,944	9. 720	regression
0.000	1.479	1.315	496.965	the rest

Looking at the previous analysis of variance table, it is clear that there is a regressive relationship between strategic thinking and strategic leadership, where the value of the "P" test was 1.479 statistically significant at the level of significance of 0.01.

c- Coefficient of determination

Table (12) coefficient of determination for the third sub-hypothesis

standard error	R2	Statement
0.84661	0.646	The coefficient of determination

The previous table shows that the coefficient of determination R2 = 0.646, which means that strategic thinking explains the ability to achieve strategic leadership by 64.6%, and the remaining percentage is explained by other variables that were not included in the regression relationship, in addition to random errors resulting from sampling, measurement accuracy and others.

D- Impact Factor

Table (13) the effect factor of the third sub-hypothesis

morale	the value	Statement
0.000	0.406	Beta. coefficient

The previous table shows that the impact factor beta = 0.406, which means that strategic thinking affects the ability to achieve strategic leadership by 40.6%.From the above, it is clear that the third sub-hypothesis of the first main hypothesis is correct, that is: There is a statistically significant effect of strategic thinking in achieving strategic leadership for educational institutions in the Sultanate of Oman.

By proving the validity of the sub-hypotheses, the validity of the main hypothesis has been proven, that is: There is a statistically significant effect of looking ahead in achieving the strategic leadership of educational institutions in the Sultanate of O Third: Analysis of the results of the field study

A- Analysis and discussion of the results of the field study of the future foresight variable:

Table (14) results of the field study of the future foresight variable man.

Ranking in order of importance	average	Phrase	EXA
8	3.4774	A- Future vision: There is a clear vision for the company to predict and anticipate the future to identify market trends.	1
15	2.2512	The company's strategic objectives are formulated according to scientific methods and methodology to achieve what it seeks to achieve in the future.	2
2	3.4365	There are long-term goals that express the company's vision in terms of achieving excellence and distinction.	3
4	3. 1979	Various work approaches and methods are reviewed at the level of all company departments on a regular basis to ensure full knowledge of future directions.	4
14	2.5848	The company uses quantitative and qualitative methods and uses numbers and statistics to put a clear picture of the company's future.	5
7	3.9074	b- Strategic Environmental Analysis: The external environment in which the company operates is analyzed to identify the expected opportunities and threats.	6
12	2.8361	The company identifies its strengths and weaknesses by analyzing its organizational climate.	7
9	3.0652	The company's ability to respond to changes that arise inside or outside it.	8
11	2.9328	The company analyzes its performance to measure the extent to which the planned objectives are being achieved.	9
3	3.2539	The company sets appropriate strategies to face the increasing competition from companies operating in the same field.	10

6	3.1216	C- Strategic thinking: The company takes care of the customers' suggestions and preferences and puts the good ones into practice to increase the value of the capital associated with the ideas.	11
13	2.7311	There is a specific strategy to take advantage of workers with outstanding skills and capabilities to achieve strategic leadership.	12
10	3.0778	There are multiple criteria for determining the material gains made by the company as compared to the planned ones.	13
1	3.5469	The company is keen to raise the aspirations of customers and puts the interests of customers at the forefront of its concerns.	14
5	3.1530	The company's management seeks to transfer and transform effective knowledge and information into efficient executive programs that contribute to achieving strategic leadership.	15

By analyzing the previous table, we find that the expressions were arranged according to the highest average, and that the sample trends oscillated between approval and disapproval, as the averages ranged between (3.5469, 2.2512), and this reflects positive trends in the research sample towards the positive orientation of the company in anticipating the future, and that The general average (3 marks), the statements with an average of less than (3 marks) are statements that reflect weaknesses in this dimension and should be addressed, as follow:

1-That the company analyze its performance to measure the extent to which the set and planned goals are being achieved.

2-The company should identify its strengths and weaknesses by analyzing its organizational climate.

3-There should be a strategy to benefit from workers with distinguished skills to achieve strategic leadership.

4-The company uses quantitative and qualitative methods, numbers and statistics to develop a clear picture of the company's future.

5-The company's strategic objectives are formulated according to scientific methods and methodology to achieve what it seeks to achieve in the future.

B- Analyzing and discussing the results of the field study of the strategic leadership variable:

Table (15) results of the field study of the strategic leadership variable

Ranking in order of importance	average	Phrase	EXA
17	2.833	A- Entrepreneurial culture: The company is interested in identifying the components of the prevailing organizational culture and the factors affecting it in order to invest it in achieving strategic leadership.	1
18	2.7240	Innovation and creativity are among the company's core strategies.	2
14	3.1198	Taking initiative and taking risks is one of the company's practices.	3

11	3.4860	Management encourages employees to express their ideas and opinions.	4
15	3. 1021	The values and beliefs that govern the company focus primarily on leadership.	5
1	4,6380	B - Pioneering leadership: The leadership has a future vision of what things should be like in the future, whether for the company or the employees.	6
5	3.9375	Leaders have the ability to make and take strategic decisions.	7
10	3.4870	The ability of leaders to deal with work problems and solve them in innovative ways.	8
2	4.0156	The extent to which leaders are able to treat employees fairly and encourage teamwork.	9
20	2.2240	The extent to which leaders seek to develop employees and increase their skills, as they are the basis for achieving strategic leadership.	10
6	3.8436	C- Entrepreneurial mindset: There are indicators of the extent to which the desires and aspirations of customers are being met, which are constantly regressed.	11
8	3.5938	The necessary measurements are available to show the extent of the company's impact on society and the environment.	12
16	2.9583	The company seeks to achieve strategic leadership by providing all learning opportunities for employees.	13
12	3.4323	Previous strategic decisions that have proven their effectiveness in making the company's current strategic decisions are taken advantage of.	14
13	3.1901	The company applies basic strategies to develop and improve performance in all areas of the company's business.	15
9	3. 5156	D - Strategic management of resources: The company works on the optimal investment of available resources, which depends on achieving the concept of strategic leadership.	16
7	3. 7370	The company seeks to take measures that will reduce losses to the least possible.	17
4	3.9948	Processes and operating methods are monitored to ensure high performance rates.	18
19	2.6302	The continuous development of the company's operations is ensured to achieve strategic leadership.	19
3	3.9974	Availability of the material and human resources necessary to increase the company's ability to compete and achieve strategic leadership.	20

By analyzing the previous table, we find that the phrases were arranged according to the highest average, and that the sample trends oscillated between approval and disapproval, as the averages ranged between (4.6380, 2.2240), and this reflects positive trends in the research sample towards the positive orientation of the company's strategic leadership, and

that The general average (3 marks), the statements with an average of less than (3 marks) are statements that reflect weaknesses in this dimension and should be addressed, as follows:
1-The Company seeks to achieve strategic leadership by providing all learning opportunities for employees.
2-The company should be interested in identifying the components of the prevailing organizational culture to achieve strategic leadership.
3-Innovation and creativity should be among the company's basic strategies.
4-Ensuring the continuous development of the company's operations to achieve strategic leadership.
5-That leaders seek to develop employees and increase their skills as a basis for achieving strategic leadership.

Fourth: Findings and Recommendations
A- Results: The most important results of the research are as follows
-There is good stability of the measuring tool and reassures the stability of the opinions and attitudes of the research sample towards the survey list.
-There is a statistically significant impact of the future vision in achieving strategic leadership for educational institutions in the Sultanate of Oman.
-There is a statistically significant impact of strategic environmental analysis in achieving strategic leadership for educational institutions in the Sultanate of Oman.
-There is a statistically significant effect of strategic thinking in achieving strategic leadership for educational institutions in the Sultanate of Oman.

B- Recommendations
Through the theoretical and field study, the researcher was able to put some recommendations through which it is possible to activate the future foresight methodology in achieving strategic leadership in educational institutions in the Sultanate of Oman. This is as follows:
-Formulating a future vision with a pioneering orientation for the organization that depends on foreseeing and predicting the future, relying primarily on strategic analysis to explore future opportunities and expected threats, with analysis of its performance results to identify and strengthen strengths and weaknesses to overcome them; to enable it to achieve strategic leadership.
-The institution's use of quantitative and qualitative methods and recourse to numbers and statistics to develop a clear picture of the institution's future within a scientific and practical methodology that works on adopting appropriate methodologies for its work environment to achieve strategic leadership.
-Develop a clear future strategy for the institution to benefit from workers with outstanding skills and capabilities, as they are the intellectual capital and the basis for achieving strategic leadership.
-Modifying the organizational culture prevailing in the institution to be a pioneering culture that supports innovation, creativity, initiative and risk taking as they are among the company's basic strategies to achieve strategic leadership.
-The institution's development of a well-studied strategic plan based on sound scientific foundations based on strategic foresight for the future, provided that all employees abide by it, and that this plan depends on a rapid response to the requirements of the labor market.

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