The Importance of Visionary Leadership in Organizational Structure

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ABSTRACT

Visionary leaders move the organization forward by trying to balance what is achieved through empowerment by providing a common vision. Visionary leadership refers to internal and external influences. Employees identify more strongly with the organization and are willing to perform above average. In addition, investors, suppliers, and customers often rely heavily on visionary (high-performance) organizations. In this article, the concept of visionary leadership is interpreted in the context of ideal leaders within the organizational structure.

INTRODUCTION

Due to the uncertainties encountered in today's world, advances in technology, innovative leadership style, many organizations are struggling to be sustainable. Developing for the future is a standard condition for top management, so it can be developed and trained by adapting to life.

By visionary leadership is meant leadership that shows the direction of the company in a particularly intense and clear, preferably illustrated form, and has a contagious effect that provokes participation as soon as it is expressed. Good governance in an organization leads the organization to the goal together. For this, it is necessary to allocate time to listen effectively to the members of the organization in future goals.

Baldegger, UKlesel (2021) examined the impact of visionary leadership and empowerment through decision-making and scope of action on employee emotional engagement and goal achievement. As a result of the research, it was found that visionary leadership and empowerment positively affect employee engagement and that visionary leadership showed the strongest meaningful link with

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emotional commitment. In this article, the concept of visionary leadership is interpreted in the context of ideal leaders within the organizational structure.

Leadership

Although the concept of leadership is one of the research topics at the common meeting point of social sciences, it has not formed a common perspective among social scientists regarding the meaning of leadership being explained. Since the concept of leadership is approached with different perspectives and different views, the concept is defined in different ways.

It is noteworthy that the concept of management in management can be used at the same level as the concept of leader, which is often expressed as a synonym. However, there are great differences between these two concepts. Although in the past, the concept of being a leader, that is, leadership, was given more importance in terms of the person who was able to influence those at the subordinate level and who had high persuasion skills, this is not the case.

What makes a leader a leader is the presence of his followers (Ilgar, 2000; trans. Acar,2022). In this context, it is seen that unless there is a leader, the organizational structure is no different from a recovered mass. The leader is the person who brings together the human communities in the group within the organizational work, who can motivate individuals in line with the goals of the group and direct them towards common goals.

It would not be wrong to say that a person with a hierarchical nature will not give up leadership in the future (Eren, 1993:337; trans. Aksu, 2009:477). In this context, the emergence of periodic broad definitions for a position needed in each period and period is understood as a very normal and possible situation. The primary purpose of a leader is to determine the main goals of the individuals within the organizational structure and their vision in the future, and to make this vision shareable.

In the world order, where a rapid transformation is taking place and the complex situation in the past process is constantly increasing, leaders who can determine a common vision and make it shareable should also take an active role in determining corporate vision. The people who work to make the vision feasible are the people who have all the communicative responsibilities related to ensuring the sharing of the vision and ensuring that it becomes realized. In the innovative way of acting, it must provide the communicative network at all levels.

The Importance of Vision in Leadership

Followers can be perceived as the leading person who shapes the values within the organizational structure of the person who is the leader. Adhering to routine values, the visionary leader is not the charismatic one who needs to be understood, but the one who can drag the mass.

Vision is the yet-to-be-seen picture of any institution going forward. From time to time, the concept of vision is confused with goals. The goal is the abstract. The definition of vision is concrete.

Personal vision is the photograph that individuals feel in their minds and hearts. This cannot be seen by everyone from every perspective depicted. This personal vision is clearly understood and visible by everyone in the time period when it is processed on the organizational structure. It provides movement and energy within the group.

Visions are an essential source of energy. At the root of negative visions is the power of fear. What encourages positive visions is the power of longing (Senge, 1996, s. 247; trans. Celik, 2997:466).

Vision

The concept of vision is essentially Latin terms; It has been determined that it is used in Latin for being awake, understanding, comprehension (Solman & Heinze, 1995;trans. https://muhaz.org/orgutsel-misyon-hangi-faktorlere-bagl-olarak-degisir.html?page=2).

Vision; is the ability to put goals into practice by imagining in order to achieve goals. To assume all responsibilities is to take action by assuming the responsibilities of the risk contents without being in a dilemma. In this context, whatever the institution or institutional structure that is considered as a business is the way forward to see this future by gathering individuals together for this common goal for the purpose of being targeted or desired to be achieved with its current situation.

The common goal in the process proceeding on the target path is to unite the employees, that is, the people, for the sake of these goals. All mergers that can be achieved for the sake of this goal will always bring one step closer to the goal.

Vision is to be able to balance and construct dreams with realities (Erçetin, 1998: 93; trans. Durukan, 2006: 279). While making predictions, all actions that pass through the filter of the values in which the individual is involved will gain strength. All the ideas in the vision are related to society and proceed in overlap.

Value is the belief in the quality and quantity of an object, process, thought, and action that determines its importance to man, and is used as a tool in their evaluation (Başaran, 2000: 298; trans. Aslan,2008:29). The vision, which is built on the basis of the concept of values, is one of the important details that carry success up in every organization.

Success-based goals should include dreams, dreams, and actions that embody the values of communities. Thanks to this content, all kinds of visionary thought actions on communities will emerge as a positive factor.

Visionary Leadership

People who are a social creature continue their lives for certain goals both in business life and in their social lives. However, within this existing social structure, the existence of individuals who have not determined their ideals with sharp lines or who are not even aware of these situations is undeniably high. Individuals with this structure need people in a leading structure who can direct their lives in social life from this point of view in order to direct their lives in line with certain goals.

People who have the managerial qualities to drag groups, masses, certain parts of society behind them within the framework of logic and correctly have important responsibilities such as determining the direction to go.

This responsibility is more than felt because; Creating awareness in individuals who cannot discover themselves, convincing them to move forward for common goals and objectives, discovering those who have not been discovered and determining the path they will take with clear lines may require a long process. In addition, changing judgments without going against the values of individuals in society requires a delicate responsibility.

Social, economic, technological, cultural and many other changes begin with recognizing the events in the environment. The change in these sensitive topics presented by the leaders is stimulated by the steps of recognizing, assimilating and undertaking change in the environment.

Elements of visionary leadership

"Leadership with vision is characterized by several elements not only in companies, but also in other areas of life:

- Creating motivation through enthusiasm,
- To be a guide,
- To exhibit a participatory and supportive attitude,
- To encourage creative, critical and independent thinking".

(https://geistreich78.info/mixed/fuehren-mit-vision)

Leader as Spokesperson of the Vision

"People are likely to return to old ways unless they believe they have chosen to adopt a new attitude and behavior and rewarding themselves" (Reardon, 1991, p.210).
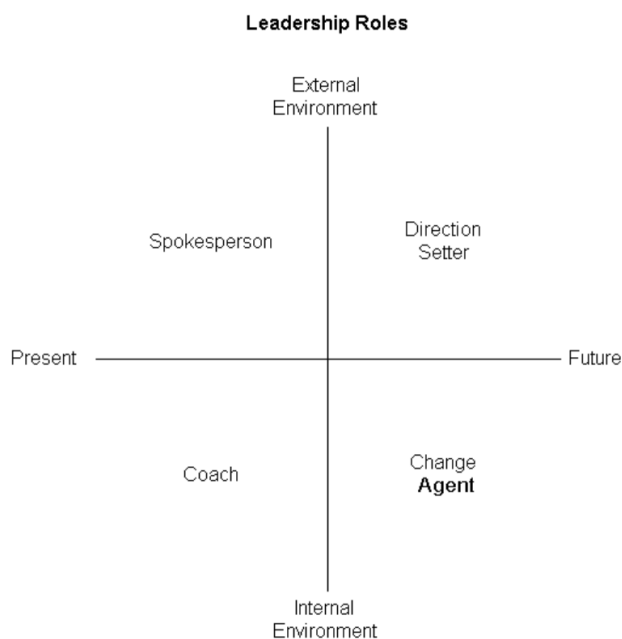
Figure 1. Leadership Roles

In the vast majority of successful organizations, senior executives recognize that they are dependent on mid-level leaders. They trust them to make effective decisions about the institution and support them with the necessary training and resources by delegating sufficient authority.

A new direction should inspire a mid-level leader to seek out new opportunities.

Figure 2. Successful Visionary Leadership

Source: *(https://primarygoals.com/teams/books/visionary-leadership/)*

According to Yan, Maladzhi & Makinde (2012), leadership plays a critical role in creating a culture of innovation in organizations. The researchers aimed to develop an innovative model by applying the key characteristics of visionary leadership to create a culture of innovation in Small and Medium Enterprises (SMEs).
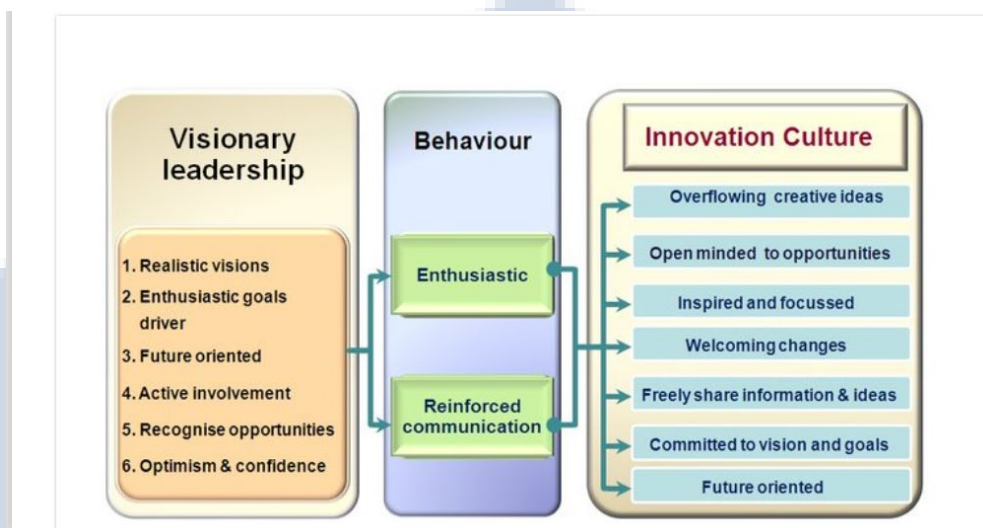

Figure 3. A model of creating innovation culture through visionary leadership
Source: Yan, Maladzhi, & Makinde (2012).

Result

The need for direction in social life is like the job description of visionary leaders who have the task of bringing together individuals who feel this need. In societies where there are individuals who cannot even evaluate the opportunities that come their way, visionary leaders should be able to make touches that can change the fate of the society and the individual without playing with the fabric of society.

Individual change must involve sensitive and professional ways because social change involves a human element. In this context, those who have all these characteristics are visionary leaders who come to the forefront with people management in society. Visionary leaders are able to spread this change over a long period of time.

In this context, Visionary leaders are the target people who both guide and take risks with all these features that need to be accommodated. Visionary leaders who make collective progress, not individual, within the organizational structure are the foundation of corporate building blocks.

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