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## Visionary Leadership in Education: The Decisive Role of Organizations in Achieving Goals

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Abdullah AYDIN<sup>1</sup> Bilal GÜNGÖR<sup>2</sup> Cemil GÜN<sup>3</sup> Büşra KARAKÜLLEOĞLU<sup>4</sup>

### Abstract

Visionary leadership is one of the types of leadership that aims to achieve the goals set within organized structures in the most appropriate way. This understanding of leadership differs from other leadership concepts with its creativity and foresight ability, especially by incorporating various characteristics that include personal differences. Visionary leadership plays a key role in achieving the goals of organizations in accordance with their mission and vision. By adopting this leadership style, leaders have the ability to predict the future situation of their organizations and make strategic decisions accordingly. In this way, organizations have the opportunity to evaluate not only the current situation, but also their future potential. Visionary leadership stands out as an important element for organizations to be successful. Especially in the education sector, the role of visionary leaders is critical in terms of providing a more effective education to students, moving educational institutions to a competitive advantage and directing the sector. In this context, understanding the importance of the concept of visionary leadership in education will be an important step to increase the success of leaders in this field. This article focuses on a research that will address how visionary leadership manifests itself, especially in the education sector, and the important role of leaders in this process.


### INTRODUCTION


Although leadership is conceptually not included as a research subject as the meeting point of all branches of science related to the social structure, it is seen that the concept of leadership is tried to be defined. Introduction is made with different definitions of the concept of leadership.

A leader is a person who benefits the society in which he is located and leads sustainable and beneficial radical changes. Leaders are people who can use the power in their hands with a high capacity. One of the most common expressions in common definitions for leaders is: people who can make sudden decisions when necessary and in difficult situations. One of the basic approaches is that leaders can use the knowledge and skills they experience in a visionary framework.

<sup>1</sup>  abdullahaydin1971@hotmail.com, Ahmet Yesevi University, History and Education Management and Supervision, Master Program, Ankara/ TÜRKİYE

<sup>2</sup>  bilalgunor81@hotmail.com, Fatih University Social Sciences, Department of Educational Management, Supervision, Planning and Economics, Master Program, Ankara/ TÜRKİYE

<sup>3</sup>  cemilgunral@gmail.com, Ege University, Department of History-EU Faculty of Letters, Department of History, İzmir/ TÜRKİYE

<sup>4</sup>  hakbilir55@gmail.com, Ankara University, Faculty of Theology, Department of Theology, Ankara/ TÜRKİYE



It is leadership that is used as a synonym for the concept of management in all management areas. However, there are very different meanings between these two concepts. The term that cannot be used for all managers is the concept of leadership, whereas all people who are leaders appear as managers. Leaders are managers who have a mass of people behind them.

The role of the principal's visionary leadership style in improving the quality of education is illustrated by the many factors and characteristics inherent in the leadership style Supriyadi et al. (2023). As a result of their study, Supriyadi et al. (2023) concluded that a value-oriented principal with vision, characteristics, competence, motivation, good working standards is a leader who is expected to improve the quality of education.

In this context, as long as there are no leaders, the target audience is a mass of people in the organizational structure. Leaders are people who lead people who come together for common goals. These people also follow the managers who are leaders, and the leaders appear as the people who give direction and guide in this process. According to Truman, a leader is a person who has the ability to make other individuals do things that they cannot do and do not like. Truman's leadership was shaped by a series of important decisions and events, especially in the aftermath of World War II and during the Cold War. Here are some of the key characteristics that characterize Truman's reality-based leadership:

**Determination and Courage:** As soon as Truman took office, he ordered an attack on Japan using the atomic bomb in 1945. This decision was intended to speed up the war and prevent further loss of life. Truman is known as a decisive and courageous leader when making such tough decisions. This article focuses on a research that will address how visionary leadership manifests itself, especially in the education sector, and the important role of leaders in this process.

**Realistic and Practical Approach:** Truman's leadership was based on a realistic and practical approach. During the Cold War, he tried to pursue a balanced policy in relations with the Soviet Union. This required a strong ability to develop and implement strategy.

**Marshall Plan:** Truman launched the Marshall Plan to support Europe's economic recovery after World War II. This plan contributed to the reconstruction of Europe using American economic aid. Truman's realistic handling of international affairs earned him respect around the world.

**Berlin Airlift:** After the Soviet Union blockaded West Berlin, Truman decided to build an air bridge to send aid to West Berlin. This is an example of Truman's display of realistic and effective leadership in times of crisis.

**NATO Foundation:** Truman supported the creation of the North Atlantic Treaty Organization (NATO). This allowed the United States to build a strong military alliance with its allies in Europe.

**Pluralism and Consulting:** Truman emphasized trusting his advisors and listening to their opinions when making important decisions. He would back up his decisions with expert opinions, strategic analyses, and policy advice.

Harry S. Truman's leadership was based on a realistic, bold, and practical approach. During the difficult period of international relations and the Cold War, Truman's decisions and policies were aimed at protecting the national interests of the United States (Coutu, 2008).

As a conceptual approach, management is defined as the individuals who gather for a common purpose in order to reveal the goals determined in the previous times as a product, and who try to achieve these goals and do them at the right place and time.

After all these definitions, leadership appears in a set of concepts that emerge with a common approach. The concept of leadership exists in every time period and era before its conceptual definitions. A person with a hierarchical nature does not give up leadership in the future. Future leadership approaches may evolve due to technological developments, cultural changes, and structural changes in organizations. For example, globalization, digitalization, and more democratic business

models can affect leadership practices. Leadership is shaped within a specific context, and as this context changes, leadership models can also change.

## **Vision**

Vision is a concept that expresses the goals, ideals and long-term plans that an individual, an institution or a community aims to achieve in the future. A vision determines what kind of situation an organization or leader envisions being in the future, what kind of impact it aims to make, and what values it focuses on.

Vision usually involves big goals that are expected to happen over a long period of time, usually 5 to 10 years. These goals are often aligned with the organization's mission and values. A vision provides guidance for the future success of a leader or organization.

Vision is also important in terms of motivating people and keeping them focused on a goal. An organization's vision can encourage employee and stakeholder engagement, unite around a common purpose, and serve as an inspiration for long-term success.

This concept describes a leadership style that is also referred to as "visionary leadership" in the leadership literature. Visionary leaders clearly identify future goals, provide motivation to achieve them, and guide their organizations in an innovative and forward-looking manner.

It is known that visionary people are people with high comprehension skills and perceptual abilities. Vision, which is the most important concept in the sub-headings considered as the characteristics in the concept of leadership, is one of the most necessary elements in the process of becoming a leader. In the definition of the concept of ideal, the goals that can be carried out with all the necessary studies and achieved with these studies are explained.

In a study, Kantabutra (2008) looked at the components of an "effective" vision, identified the qualities and content of visions associated with the vision, and reviewed the theoretical and empirical literature on vision, highlighting the initial concepts, vision definitions, and components of vision before recommending future research directions.

In this context, the concept of vision, which is based on past times, also carries meanings that have high awareness from other individuals, think differently from others, and perceive the real world differently. In other words; Vision is to be able to paint a picture of what is desired, the life that is targeted. This picture is also as a whole and in line with what is planned. Vision; In order to achieve the goals, it is described as determining the route that can put these goals into practice by thinking beyond imagination and reaching a conclusion. All stages here are a set of processes created with the risks they contain.

While questioning the future, the vision lists what needs to be done and reveals the most ideal ones from the society to the individual, creates common goals and objectives, sets clear goals by operating the decision mechanisms effectively and decisively.

While vision is the accumulation of goals that can develop a referral program that is a reference for the future, it also directs the perceptions of culture, change policy, development and innovation of institutional structures. For this reason, vision is a concept that should be urgently known and accepted by the employees of the organizational structure.

According to Erik Huma (2023, as cited in Supriyadhi, 2023), as stated by Woods and Roberts, visionary leadership in the realm of education underscores the significance of the principal's role as an educational leader. This involves adopting a forward-thinking approach and seizing future opportunities, while also exhibiting critical thinking, fostering collaboration, effective communication, and encouraging creativity within global contexts.

Furthermore, visionary leadership entails conveying the trajectory of future development to organizational members. This strategic communication aims to inspire followers to align themselves

with the leader, thereby enhancing their proactivity in the workplace (Mingwei Liu, 2022, as cited in Supriyadhi, 2023).

In this context, visionary people carry the community or organizational structure they lead to ideal success. It also stages features such as the distribution of tasks and process management necessary in the process of success.

The concept of vision has been made with different and different definitions accompanied by academic studies. The differences in the definitions made in the term vision are the differences in the fields used that do not change the main structure of the concept. The approaches that meet at a common point in the concept of vision are: the characteristics of people who can reach and reach the goals that are tried to be achieved.

Vision, which is a developable concept, requires goal and strategy skills. These strategies, which can also offer solutions to long-term problems, can be created in order to produce solutions to the problems and problems in which they are present, as well as include studies that can produce positive studies for the future when there is no problem. In addition, being able to see the future, making accurate predictions, and determining strategic plans according to the forecasts are among the main topics of this concept.

Maryati et al. (2024) reviewed the literature on visionary leadership models in the field of religious education in Indonesia. According to the authors, the leaders of educational institutions have a key position to build a better future and play a directed role by effectively formulating the vision and mission of school education. This ensures that all members, from students to parents, understand and adhere to the goals of the educational institution. In the context of leadership, it is known that many leadership models exist, and one of the models that is frequently used in the educational setting is the visionary leadership model, which aims to give direction and meaning to the work that members do Maryati et al. (2024).

In this context, the concept of vision emphasizes the effort to be spent for the ideals to be achieved. A shared vision can bring together members of an organization so that they can focus on a common direction to follow. The shared vision acts as a connector that creates unity and solidarity within the organization (Collins, and Porras, 1996; as cited in Zasa & Buganza, 2023).

Ambiguous situations, such as the Cold War, reveal the importance of a compelling vision that can motivate people to focus on collective goals. The term "vision" derives from the verb "videre", which is of Latin origin and refers to seeing. Similar to how our visual system can be oriented around us, in an organizational context, "vision" functions as a compass that guides people in a common direction. As articulated by Collins and Porras (1996), vision is "the glue that holds an organization together over time" (p. 66). Taking this idea in more depth, Collins and Porras adopted vision development as a strategy lens in the 1990s; This suggests that vision is a "tool" that can be used by senior management. From this perspective, vision provides a guiding light source for the organization, while the responsibility for taking action is delegated to individuals (Collins, and Porras, 1996; as cited in Zasa & Buganza, 2023).

While the vision determines the main objectives, it is formed with strategic plans that include these goals. While it can bring the change process together in line with people's common goals, it can also direct strategic plans and skills in order to achieve these goals for the future. It assigns behaviors, including all these responsibilities and necessary obligations, to individuals under common actions. In this context, in this period of time that requires serious motivation, individuals should have common goals, as well as what they believe and need. More specifically, all of these definitional approaches are about being able to set up the best possible designs for the goals that people are trying to achieve as they interact with each other. In this direction, we come across the vision as a situation that is needed in every period.

People with leadership qualities can make this situation concrete by having visionary skills. The first primary goal of individuals with leadership qualities should be to determine the main goals and objectives of the people in the corporate structure as a vision in the future. Vision perception is created



by attracting the attention of individuals. In this context, the leader should perpetuate the communication network with the group with which individuals have to share their vision with innovative attitudes.

### **The Importance of the Concept of Vision in Leadership**

Vision in leadership refers to the leader's ability to determine the future goals of an organization or group, create a road map for these goals, and determine strategies in the process of achieving these goals. The importance of this concept in leadership can be summarized in a few basic points:

1. **It is a Guiding Light:** The vision clearly defines where the leader wants to take the organization. This gives employees and team members a guide to move toward a specific goal. This clarity can help team members pool their energy and efforts towards a common goal.
2. **Provides Motivation:** The leader's vision gives employees a reason to be motivated. People generally find more satisfaction in working towards a meaningful and greater goal. Big goals set by the leader can encourage team members to put in more effort and meet challenges.
3. **Provides Strategic Planning Opportunity:** Vision provides the leader with the ability to determine the path the organization will follow to achieve its long-term goals. This helps the leader create strategic plans and communicate these plans to team members to guide the organization towards these goals.
4. **Facilitates Adaptation to Change:** The business world is constantly changing and leaders need to adapt their organizations to these changes. Vision can help a leader determine how his or her organization will adapt to future changes and turn these changes into opportunities.
5. **Strengthens Teamwork:** The leader's vision can bring team members together and unite them around a common goal. This strengthens teamwork and can increase communication within the organization. A shared vision allows employees to support each other and work together more effectively.

In conclusion, vision in leadership is a critical element that helps a leader direct and motivate the organization and create a strategic plan for their long-term success. A leader's vision allows him to see not only the current situation but also the future potential, which can contribute to the organization achieving sustainable success.

Problem-solving skills come into play during the problems encountered in the activities. At this point, the problem-solving skills of the person who is followed, that is, the leader, enter the circuit. The people who follow the leader are perceived as the person who can shape and shape all the balances within the corporate structure. Provided that it adheres to the values in the ordinary process, the visionary leader brings solutions to the problems in a way that can revise the underlying issues that need to be agreed in line with the goals he has previously determined. Vision-targeted surveys and evaluations made by leaders are situations that contain problematic solution suggestions.

An effective leader is one who is able to create and produce a successful vision. Although the vision appears massively as the response to certain needs, it is as much as the leader offers in ensuring the achievement of corporate goals. In this context, the concept of vision gains importance together with its leader.

<i>Formulating Vision</i>	<i>Transforming Vision</i>	<i>Implementing Vision</i>
<p><b>Basic Values:</b> Personal values of the leader and Core values of organization</p> <p><b>Considering the direction:</b> History and potency of nation, Strengths and weaknesses of education system and schooling practices, the core values of vision and the existence of rational and realistic vision.</p>	<p><b>Artikulation &amp; communication of vision, mission &amp; school objectives:</b> Goals Intensity Target</p> <p><b>Restructure of organization:</b> The change process based on strong ideas. Changes in status, name, &amp; management of organization, leadership and staff levels, management &amp; instructional programs</p>	<p><b>Professional development for teachers:</b> Start from recruitment process, internal &amp; external trainings, supervision and continue formal education to higher level.</p> <p><b>Developing school culture:</b> Building commitment to the principles of culture, Developing system of culture. Socialization of the culture system</p>

**Figure 1. Visionary Leadership in The Process of change at Effective Schools**

Source: Tasrim, 2015

The concept of vision is the photograph of the organizational structure that can be observed, followed and finalized forward. Most of the time, vision comes to us with goals, in other words; It comes up with the goals to be achieved. Vision is the pictorial situation of the situation desired in corporate goals and the situation that is tried to be achieved. The definition of the vision is the embodiment of this painting. In other words, Vision is the intellectual state of existence related to the future time, which has been planned and built in advance.

Individual vision is the image that people create in their minds and dreams. This ideal image of the future is a set of ideas that cannot be discovered by everyone, but visionary leaders are the ones who can draw this picture, shape it according to the needs and make the picture visible. This personal vision is processed on the corporate structure and turns into a phenomenon that each employee sees as a part of himself and accepts holistically during the process. Because, during the process, the individual and corporate needs are understood more clearly by the employees of the institution and become concrete needs and goals to be achieved, making the goals visible in the corporate culture. This creates a set of goals that provide energy continuously and dynamically. Visions are an essential source of energy. At the heart of negative visions is the power of fear. It is the power of longing that encourages positive visions (Senge, 1996, p. 247).

### **Vision, Creativity and Values**

Vision, at the world level, is the guide and indicator of the paths aimed at within its age. Vision does not appear in a structure that emerges suddenly and with sharp lines. Vision is formed during the process, emerging in a factual form and taking sharp lines. In other words, vision does not emerge suddenly in a drawn way, but is shaped in line with the needs during the process. Visionary thinking, which starts with the acts of dreaming, is formed in a holistic state by taking shape in the filter of creativity.

While the vision balances these imaginary situations with real life, it also describes the situations that may be encountered in the future. Vision is the creation of a situation that may or can be created in the future at the level of thought for today (Heintel, 1995, p. 115). In this context, it is obvious that a set of thoughts has been created. While these thoughts are made in a number of predictions, the thoughts that proceed from the platform of values and judgments that the person has will gain even more value. In other words, filtering social values in the formation of vision is one of the most basic calculations of visionary leaders. The vision created within the values is the most important detail that carries all institutions to success from bottom to top. This detail forms the basis of the roadmap that is tried to

be achieved. Success is the most basic goal of all organizations and institutions. These goals emerge by illustrating the roadmap of the communities.

### **Visionary Leadership**

The concept of visionary leadership, which is basically in the field of management, deals with different types of leadership from time to time and sometimes the basis of the concept of leadership in the field of literature. On the one hand, it brings us the concept of new leadership with its intellectual and on the other hand, with its operational side. The concept of vision is in Turkish; It is expressed with the meanings of appearance, ideal, prudence, forward vision (Turkish Language Association [TDK], 2020).

Human beings, who are social beings, continue their lives for certain purposes in their business life on the one hand and in their social life on the other. There are undeniably many people in this social structure who are clearly defined or unaware of these situations. People with this condition need guidance from different people to direct their lives towards certain goals. In this direction, there is a need for leaders who have the capacity to lead social life.

Individuals who have the leadership qualities to follow the masses, the part of the individuals in social life that are in need within logical frameworks and correctly, have an important responsibility to determine the route. These responsibilities are more than felt in the individual because: it takes a factual time to create difference and awareness in individuals who have not discovered themselves, to make them believe in setting out for the sake of common goals. While achieving this situation is already a problem in itself, it requires a separate effort not to contradict social values and judgments.

Recognizing the possibilities that occur in social, financial, technological, cultural and many other changeable environments is the first way to start. The changes in these sensitive headings, which are bestowed on the leading personalities, set out with the steps of perceiving, defining and assimilating the events that occur in the environment and starting the change.

It is one of the job descriptions of leaders to bring together people who need all such guidance in social life and visionary leaders who can meet this need. Visionary leaders within the social structure of people who do not show the ability to take advantage of the opportunities they encounter should be able to positively change the course of the squares of the people without touching the social fabric. This change is spread over the long term during the process.

Visionary leadership is defined as a leader's ability to identify future goals, create a vision for those goals, and effectively communicate that vision to their team, leading the organization toward those goals. Visionary leaders are leaders who can see not only the current situation but also future potentials and provide strategic direction by evaluating these potentials.

The main characteristics of visionary leadership are:

1. **Long-Term Goal Setting:**

- Visionary leaders set long-term goals for their organizations. These goals are often forward-looking and inspiring goals that transcend the current situation.

2. **Creating and Communicating Vision:**

- These leaders create a vision for their organization and effectively share that vision with their teams. This allows team members to focus on the same goals.

3. **Promoting Innovation and Creativity:**

- Visionary leaders encourage their teams to innovate and create. They are open to new ideas and different perspectives, so their organization can better adapt to changing circumstances.

4. **Determination and Credibility:**

- Visionary leaders show determination to achieve goals. At the same time, they have a sense of credibility that it is possible to achieve these goals, and they provide motivation by sharing this belief with their team.

#### 5. **Adaptation to Change:**

- The ability to quickly adapt to the changing business environment is one of the important characteristics of visionary leaders. Adapting to rapidly changing conditions can help the organization maintain a competitive advantage.

#### 6. **Teamwork & Communication:**

- Visionary leaders communicate effectively with their teams and foster a culture of working together. They ensure that team members understand the vision and contribute towards that vision.

#### 7. **Risk Taking and Learning:**

- Visionary leaders don't hesitate to take risks if necessary to achieve big goals. In addition, they treat failures as a learning opportunity and have a perspective of constantly improving and improving.

Visionary leadership is an important tool for guiding and motivating organizations. This leadership style requires flexibility, openness, and courage to succeed in a changing and uncertain business environment.

### **Visionary Leadership in School Administrators**

Visionary leadership in school leaders positively affects the academic and social success of students with the vision that has become institutionalized in the life of the school environment. Visionary leadership in the school administrator appears as an institutional vision in school life. Making the dysfunctional structures in the school more dynamic and revealing the reasons for the success or failure related to social life is considered as the beginning of the vision process.

All non-functional units of the institution, that is, the school, begin to achieve functional functionality during the process with ideal vision expectations. The vision acts as a catalyst for the integration of the school as a whole. All items in the vision policies will be able to achieve success due to their progress in harmony with the objectives and needs.

The relationship between the operational situations carried out by the institution within the organizational structure in accordance with the institutional structure can achieve the goals in line with the self-goals that are at the very foundations of the school. Educational leaders also make school employees, whom they can influence visionarily, work in line with the goals in action. During these orientations, the visionary education manager determines vision-oriented actions by using the knowledge of all stakeholders in the school by making use of his knowledge. In this context, visionary training managers mobilize employees under the headings they create within the vision criteria within the corporate structure and provide a spontaneous orientation on target behaviors.

Visionary leadership in school administrators is an important element for educational institutions to be successful. Here are some points that define visionary leadership in school administrators and highlight the characteristics of this leadership style:

#### 1. **Long-Term Goal Setting:**

- Visionary leaders lead effectively in setting the school's future goals. These goals often include long-term achievements such as quality of education, student achievement, student satisfaction, and societal contribution.

#### 2. **Promoting Innovation and Creativity:**

- Visionary leaders encourage innovation and creativity in teaching methods, school management, and general education processes. This allows students to learn and develop more effectively.

#### 3. **Social Change and Responsibility:**

- Visionary leaders see their schools as pioneers for social change and responsibility. They instill in students the awareness of contributing to their society through socially sensitive projects and social responsibility activities.



#### 4. **\*\*Student-Oriented Approach:\*\***

- Visionary leaders focus on the individual needs of students and strive to support their development. They develop strategies to maximize each student's potential.

#### 5. **\*\*Communication Skills:\*\***

- Good communication is important for visionary leadership. They communicate effectively with school administrators, teachers, students, and parents, sharing their visions and encouraging teamwork.

#### 6. **\*\*EdTech Integration:\*\***

- Visionary leaders take the lead in integrating modern educational technologies into school processes. This enables students to use technology effectively, preparing them for the digital age.

#### 7. **\*\*Teamwork & Collaboration:\*\***

- They strengthen team spirit by working collaboratively with school administrators, teachers and other staff. Teamwork is an important factor to increase the success of the school.

#### 8. **\*\*Openness to Change:\*\***

- Visionary leaders have a flexible and open leadership style that can adapt to changing educational trends and conditions. They are effective in adapting to rapidly changing world conditions.

#### 9. **\*\*Continuous Learning and Development:\*\***

- Visionary leaders focus on continuously improving themselves and their team. They follow innovations in education, attend conferences and support the professional development of team members.

#### 10. **\*\*Trust and Fairness:\*\***

- Visionary leaders are at the forefront of building trust and adopting a fair management approach. This creates a positive study environment within the school and encourages everyone's participation.

Visionary leadership plays a critical role in schools providing quality education, enhancing student achievement, and strengthening their societal impact.

### **Result**

The developable vision can be considered as a contract that increases the work performance of the employees by forming a basic element of school life, beyond being just a strategic plan document. This type of vision represents a convention of unwritten norms that are applicable not only inside a particular learning institution, but also outside it. This contract enhances the functionality of the institutional structure and shapes both the internal dynamics and external relations of the school.

Visions set by visionary education administrators within the school function as unwritten contracts in action. These visions lead to the creation of policies that are outside the standard rules, and these policies contribute to the creation of a school-specific institutionalization climate. Visionary leaders strengthen their corporate identity by developing original and innovative approaches to the future goals of a particular educational institution.

The act of creating a vision, which is among the responsibilities of school administrators, is not only a document, but also symbolized by the adoption of this vision by school employees. This adoption process creates positive impacts on students and provides guidance to improve the quality of education and training in the school. Therefore, the developable vision gains importance as a powerful strategic tool used to increase the overall effectiveness and sustainability of the school, beyond just being a management tool.

In the context of technology integration as a recommendation, leaders can improve their teaching processes by effectively integrating modern educational technologies. This can enable students to use technology effectively, preparing them for future skills. Leaders should regularly share performance feedback with teachers and staff and use this feedback to focus on continuous improvement. This can improve the quality of education. The school can participate in social responsibility projects for the surrounding community. Such projects can instill social sensitivity in students and allow the school to build a stronger bond with the community. These recommendations can help education administrators, students, and other stakeholders create a more effective and sustainable educational environment.

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