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### The Place of the Concept of Visionary Leadership in Education

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#### Abstract

The concept of vision is the most ideal form of a method of gaze. Especially in institutional structures, the perspectives interpreted by the leaders can mobilize the masses afterwards. The importance of the concept of visionary leadership in all organizational structures is known, but since the place of visionary leadership in education affects the social structure, the place of visionary leadership in education is examined in this study. This study also highlights the importance of visionary leadership in the effective management of educational institutions. Because education is an ever-changing field, it is necessary for leaders to embrace change and adopt innovative approaches. Visionary leadership plays an important role in the transformation process of educational institutions by fostering change. This leadership style allows educational institutions to remain flexible and offer a better education to students. In this study, the definition of visionary leadership and its role in education are examined and the importance of the subject is revealed. Therefore, it is important to encourage and support visionary leadership in educational administration.

#### INTRODUCTION

Visionary leadership refers to a leadership style that foresees the future, thinks innovatively, and sets goals and shares them with the team. In the current century, the rapid changes in the social, economic and technological fields and the adaptation of the institutional structures of the society to these changes are seen as the need for effective work in the service areas. It is expected that schools, which

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are the institutions that prepare the social structure of the future and the people for the social structure, will also adapt to this development and change process. In order for these institutions to achieve the expected compliance, they need effective forms of management. School administrators also have a lot of duties in this sense, and they should have the skills to fulfill these duties, as well as be able to use these skills on the society. In order to adapt to innovations and to implement these innovations in the field, there is a need for managers with leadership characteristics as well as the ability to manage. This concept of leadership, which is very important in the social structure, is a necessity for social change. The social structure meets with many different branches of science. The common concept of this meeting, which concerns the social structure, is leadership. In this context, a lot of research has been done on the concept of leadership. Leadership appears in different definitions and titles. People who benefit socially to individuals in their social structure are leaders. Leaders who serve the benefit of society by leading to make radical changes are those who can attract the masses behind them and come to the fore.

What guides the person with leadership skills is his vision. Leaders are people who have the capacity to solve problems, have creative thoughts, can raise social quality to higher levels, provide movement in all their organized works, and can drag the society behind them by making the social mass believe. Individuals with leadership qualities are the ones who can find fast and practical solutions in the face of sudden events while directing the societies in their environment. Leaders who can develop these sudden solutions create a vision by blending their knowledge, experience and experience and mobilize the society to make positive changes in line with this vision.

The concept used in almost all management fields in a sense that overlaps with the concept of management is the concept of leadership. However, although these concepts are different from each other, their meaning content is also completely different from each other. Leadership is a concept that cannot be used for all managers. For all people who are leaders, the concept of manager can be used. In other words, not every manager is a leader, but every leader is a manager. The reason behind this leadership trait is the ability of these people to create audiences behind them. In other words, if there is no leader, inert groups of people who have come together for a common purpose are actually agglomerations of people. When they are together with their leaders, the formation of the organizational structure is completed with the synergy that occurs, and these individuals follow the leaders and ensure the realization of goals and objectives. Leader-like people, who have the power to make even a movement that the individual does not actually want to do, take part in the whole process apart from the task of guiding in every sense.

## **Leadership**

Yukl (2006) defines leadership as "the process of influencing others to understand", while Northouse (2010) defines leadership as "a process in which the individual influences the group". However, both definitions emphasize that the basis of leadership is the process of influencing and achieving common goals. Yukl's (2006) definition states that leadership is primarily a process of influencing to gain people's understanding and acceptance, while Northouse's (2010) definition sees leadership as a group dynamic and emphasizes that the leader influences the group in this process. However, both definitions suggest that the main purpose of leadership is to achieve common goals. Therefore, they agree that leadership is a process that facilitates the achievement of common goals by directing individual and collective efforts.

Since people are often not aware of what they are capable of, they need someone who can mobilize them and reveal some of the motives they harbor. This need is one of the main reasons for the formation of organizational structures. There is a need for visionary managers who can mobilize employees. These visionary managers are also leaders. Leaders are there to manage. If we look at the concept of management, it is the way of applying the rules set in order to reveal the products of the goals created in the past time and to achieve these goals. The way the rules are applied differs from each other with the concept of manager. It must be a skill that is included in the concept of management leadership and must be completed in accordance with its purpose. When we look at the concept of leadership after the definitions, it emerges as a form of approach. The concept of management is one of the sub-headings in the content and essence of this form.

## **Vision**

According to Merriam-Webster, vision is defined as "the act of the imagination". Merriam-Webster defines the word vision as "the ability to perceive visually, or to see an object," while also stating that it is used in the sense of "the act of imagination, design, or dream." These definitions encompass both the physical and mental meanings of the word (Midweekwatch, 2023).

It is known that individuals with vision have very high perception and comprehension skills. Vision, which is one of the concepts included in the concept of leadership or its sub-headings, is one of the most necessary titles to use the word leader in a person. If the ideal meaning of the word vision is; It is individuals who can do all the work that needs to be done and achieve the targeted success in the light of these studies. Vision, on the one hand, questions the future time, and on the other hand, identifies goals that try to reveal the ideas that should be. It directs the policy, culture and innovation trends in the corporate structure with targets that can create future orientation programs. For this reason, vision is a concept that must be met in a hurry by the elements of the corporate structure. It is the visionary leaders who will ensure this meeting. Visionary people bring the corporate structure to the targeted success with the audience they attract behind them. In the process of carrying this success,

it creates necessary structures such as task distributions, policies, etc.

Vision is a necessary phenomenon for all leaders and managers. A true vision means seeing far. One of the most important benefits of vision is that it acts in the form of a force of attraction because vision attracts people like a magnet and gathers them together. The larger the visionary, the greater the rate of attracting people together.

Although different definitions have been made according to the researches on the concept of vision, what causes this difference is the differences in the application areas. The basic structure of the concept of vision does not change, only the details in the field where it is used change. The things that bring together the word vision with all its definitions at a common point are the goals that are tried to be achieved. The vision, in the form of a concept that can be continuously improved, should include goals. It is one of the requirements of the concept of vision to be able to find solutions to ossified problems that have spread over a long period of time and to offer solutions to these problems permanently. With the ability to produce permanent solutions to these problems, it also includes the effect of people who can produce with positive thoughts for the future. Visionary leaders continue to demonstrate their ability to deliver consistent forecasts. These consistent forecasts also guide the creation of plans and strategies. In the light of all these, the word vision shows the accuracy of all the definitions made about it.

While the vision in the leader determines the most basic goals, it also creates a strategic plan and roadmap in line with the goals. In the differentiation process, it brings individuals together at a point in the line of common goals and ensures the transformation of these strategies into behavior in order to put these goals into practice in the future.

Behaviors that include all obligations and responsibilities can only be given to people in an operational activity. In this sense, there may be actions that are needed by believing in line with the goals and needs of the people in this time, which requires a serious motivation. Specific to a more specific subject, all these definitional approaches realize the best setups for people to communicate among themselves and to achieve the goals they are trying to reach. In this direction, the situation that is needed in every time period appears as the vision of the person. This need is presented to the society as a service provided by the leaders.

Individuals with leadership skills can be understood when they demonstrate that they have vision skills in a concrete situation. The primary purpose of having the qualification of leader is to determine the basic goals and objectives of the individuals within the organizational structure in a visionary way in the future. This determination is the perception of vision created by attracting attention.

### **The Importance of Visionary Perspective in Leadership**

Blagoev and Yordanova's (2015) view of leadership as the ability of an individual to transform their

vision into reality, emphasizing the consideration of leadership from a visionary perspective. This approach relates that the vision that the leader has is not only an abstract concept, but also the ability to take concrete steps to realize that vision. According to this understanding, the leader not only sets future goals, but also determines and implements the strategies necessary to achieve these goals.

In his study, Mupa (2015) aimed to address innovative changes in higher education and to explore ways that leadership can follow to meet these changes. A sampling method was used with 10 lecturers and 27 students. Among the main findings of the study, it was emphasized that leadership should have the skills to bring curriculum change and innovation.

Ylimaki (2006; Mupa, 2015) highlights the ability to "anticipate the future" as an important aspect of visionary leadership. This refers to the leader's ability to predict future trends and changes and shape the strategic direction of the organization or institution accordingly. The ability to predict the future plays a critical role in creating a leader's vision, setting goals, and making strategic planning. In their study, Schneider & George (2011) aims to compare leadership styles in voluntary service organizations.

The article examines the differences between "Servant Leadership" and "Transformational Leadership" and evaluates the effects of these leadership approaches in voluntary service organizations. According to Schneider & George (2011), servant leadership refers to a leadership style in which the leader is primarily focused on serving and meeting the needs of the team. In this leadership style, the leader supports the team members, attaches importance to their development and tries to motivate them. Transformational leadership, on the other hand, emphasizes the leader's ability to have a vision and motivate team members around that vision. In this leadership style, the leader strives to reveal the potential of the team members and make them better individuals.

In their study, Utomo et al. (2022) examine the relationship between leadership styles and employee quality in the public service sector. The study focuses on the concept of visionary leadership and its importance in the public service sector. Visionary leadership is investigated by emphasizing the characteristics of the leader such as predicting the future, setting goals and thinking innovatively, and how this leadership style affects the performance and quality of employees. The findings of the study show that visionary leadership positively affects employee quality in the public service sector. It is stated that visionary leaders inspire their employees, motivate them and show a way for the future. In this way, visionary leadership contributes to the higher quality of service provided by those working in the public service sector.

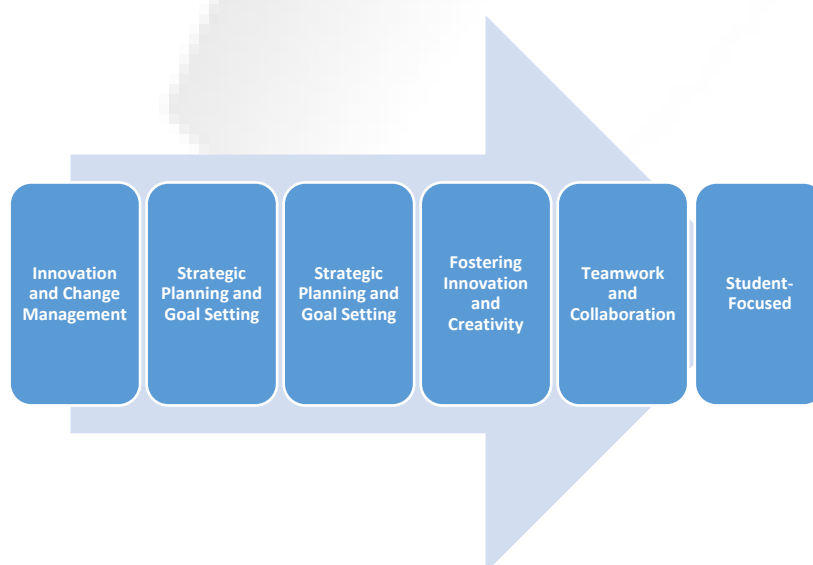
Westley & Mintzberg (1989), on the other hand, discusses how visionary leadership can affect strategic management processes and contribute to the achievement of strategic goals of organizations. It also focuses on how these two concepts can be optimized together and help organizations achieve sustainable success.

Effective leaders are those who can produce visions that can achieve success and implement them on the masses. Although the vision appears with a mass perception because it is applied on the masses, achieving corporate goals is the scale of the leaders' visions. In this context, vision can only gain value with its leader.

In his research, Alharbi (2021) focused on the definition, characteristics and components of innovative leadership and examined the effects of this leadership style in organizations. It also explores how innovative leadership affects employee motivation, collaboration, and performance. Furthermore, the article considers how innovative leadership is practiced and successfully integrated across different industries and cultures, emphasizing that innovative leadership is especially important for adapting to rapid changes in the technological and business world.

Vision is the observation of the corporate structure for the future and the first photograph taken as a result of the observations. Generally, vision comes up with goals, in other words; It exists with the goals to be achieved. Vision is the transformation of the thoughts and expectations desired and tried to be achieved in line with the goals of the institution into a formal formality. From another point of view, vision is a holistic state of pre-planned existential thoughts about the future.

Personal vision is known as the image that individuals create in their minds and dreams. This image, which consists of illustrated ideas about the future, is the picture of the vision leaders as a set of ideals that have not been found by everyone. This picture is tried to develop a collective perspective by processing it on the corporate structure and it is adopted by everyone with a holistic perspective during the process. Because every embodied ideal can be accepted and assimilated more easily by individuals, and perhaps they even see what already exists within them concretely. In other words, when individuals see the situation that they are already dreaming of but are not even aware of thanks to their leaders and their vision, it does not even require a process to accept them.



**Figure 1. Some key points about the role of visionary leadership in education**

**Source:** Created by the authors

- **Innovation and Change Management:** Visionary leadership plays a critical role in managing innovation and change processes in education. The leader anticipates future educational trends, sets the goals of the school or institution accordingly, and drives change.
- **Strategic Planning and Goal Setting:** Visionary leadership in education plays an important role in managing strategic planning and goal setting processes. The leader establishes the long-term goals of the school or institution and develops strategies to achieve those goals.
- **Fostering Innovation and Creativity:** Visionary leaders encourage innovation and encourage creative solutions. This allows for the creation of more effective learning environments in education and increased student achievement.
- **Teamwork and Collaboration:** Visionary leadership promotes teamwork and collaboration. The leader enables employees to come together with different perspectives and aim for common goals, thus creating a more efficient working environment.
- **Student-Focused:** Visionary leaders always adopt a student-centered approach. Their main goal is to enable students to succeed and maximize their potential.

Visionary leadership in education is of paramount importance not only for the success of an institution or school, but also for the future of students. This leadership style promotes continuous improvement in education and aims to create an education system that is better responsive to the needs of society.

Universally, the guiding point of view in the goal of the age is vision. Vision does not appear suddenly, it is a phenomenon that occurs over time and spreads the formation of definite lines throughout the process. It is a phenomenon that we encounter by creating lines in the whole of operational activities such as making plans, dreaming, and during the process. In other words, vision does not arise suddenly, but is factually born in a way that spreads over the process. It starts from imaginary forms. While these imaginary states bring real life into balance, they take measures to meet the needs that need to be met in the future long beforehand. While making some predictions in the light of these thoughts, individuals will begin to regain the values and judgments they belong to.

### **Visionary Leadership**

The concept of visionary leadership, which has taken place in the field of management, often focuses on the concept of leadership. On the one hand, it takes actional and on the other hand, mental activities as the basis of this concept. Since the root of the concept is based on the past, when the conceptual root is examined, the integrity of meanings such as prudence, ideals or forward vision is collected in the placement of the concept of *ziyon* in Turkish.

Human beings, who are social creatures, continue their lives in business life on the one hand and in line with the purposes that include the requirements of social life on the other. In this social structure, the existence of individuals who are sharply defined or unaware of this situation is undeniable. Individuals who need to be guided by their life lines are caught up in the visionary perspectives that emerge in line with their expectations and when these expectations coincide with the general needs of the society. In this case, there is a need for visionary leaders who can direct the needs of social life and fit the title of leader. For this reason, these leaders create visions with goals that coincide with these values without being free from social values and judgments.

In their study, Chen & Tjosvold (2006) examined the participatory leadership approaches of American and Chinese executives in China and discussed the role of relationships in this process. According to Chen & Tjosvold (2006), participatory leadership is a leadership style in which the leader encourages participation in decision-making processes by collaborating with their employees. This leadership style is built on collaboration and sharing, and can make employees feel more motivated and perform higher. The article also aims to provide guidance to both American and Chinese executives, emphasizing how business relationships should be managed so that participatory leadership can be successfully implemented in the business environment in China. In this way, it aims to make a contribution to understanding and optimizing how collaborative and collaborative leadership approaches can be used effectively in organizations in China.

Deschamps (2003) discusses the role of leadership in the innovation process in his research, explaining how leaders encourage and drive innovation. It also examines how leaders are effective in creating a culture of innovation within the organization and how they take the lead in encouraging and supporting their employees to innovate. In addition to the role of leaders in driving innovation, the study also discusses the effects of leaders' own leadership styles on innovation. This study serves as an important resource for researchers and practitioners who want to better understand the impact of leadership on innovation and understand the role of leaders in fostering and driving innovation.

Visionary leadership plays a critical role in the effective management of educational institutions. This leadership style has been demonstrated by Taylor et al. (2014; Candrasari et al., 2023) includes leaders who have a clear and inspiring vision for the future of education and are able to translate that vision into actionable strategies.

Schools need to update themselves with each new generation. This requirement has to process the visionary leadership of school administrators in accordance with social life in the school environment and according to the requirements of the age. School principals are agents of change, leaving a significant impression on change (Aquino et al., 2021).

Visionary leadership in school administrators is of great importance in terms of education because it has to positively affect the academic success and social adaptation processes of the children who



receive education. Visionary leadership in school administrators tends to be institutionally made dynamic and implemented in school life. One of the main themes of visionary leaders is that those who are not included in the corporate structure but are thought to exist are pushed into situations such as failure. In other words, the vision distinguishes between what is right and what is not with a holistic approach within the school and integrates the employees with a unifying effect. It also clearly identifies failure situations, foresees the necessary precautions, presents the problem before it encounters the problem, and provides a visionary perspective by bringing together goals and future needs.

Academic leaders give the institution a strategic direction by setting a clear purpose and long-term goals. They create a vision that is in line with the changing needs of students, society, and the educational environment. This allows the organization to stay focused and work towards achieving goals (Jabbar & Hussein, 2017; Candrasari et al., 2023). Visionary leaders determine the purpose and values of educational institutions and ensure that all stakeholders work together towards this goal. In addition, visionary leadership fosters change and transformation in education. Because education is an ever-changing field, leaders need to be flexible and adopt innovative approaches. By embracing change, visionary leaders ensure that educational institutions stay relevant and provide the best service to students.

## **Results**

This article emphasizes to the researchers that visionary leadership is an important topic and can be an important starting point for future studies. In this context, visionary leaders ensure that the innovations brought by the age and the expectations of individuals are combined with traditional approaches. It does this not by imposition, but by adoption, within the institutional climate. For this reason, the need for visionary leaders in education is very high and extremely important. Thanks to visionary leaders, unwritten norms in education are accepted in line with the expectations of individuals and provide social integration.

Visionary leadership plays an important role in education because an effectively directed vision is a major driver for educational institutions and communities to succeed. Visionary leaders present an inspiring and motivating vision to ensure that educational institutions and their staff work together to achieve specific goals. This vision is set in accordance with the goals and values of the training and encourages the participation of all stakeholders. Visionary leaders also take on the role of encouragement for change and innovation. Given the rapidly changing conditions in the field of education, it is essential that visionary leaders are equipped with flexibility and adaptability. These leaders continuously improve their education systems by adopting new educational approaches, using technological advancements, and to better respond to students' needs.

Future work may focus on examining in more detail how visionary leadership plays a critical role in achieving higher levels of innovation at the individual and organizational level. These studies can

investigate in more detail the impact of leadership styles on factors such as the development and maintenance of innovation culture, employee participation and motivation to innovation. Furthermore, future studies may focus on comparative studies in various contexts to better understand how visionary leadership is practiced in different sectors and cultures and can be effectively optimized. This type of research can make an important contribution to understanding how leadership practices and strategies are effective in different organizations and contexts. In conclusion, visionary leadership plays an important role in education because an effective vision supports the success of educational institutions and communities. By presenting an inspiring vision and fostering change and innovation, visionary leaders make a significant difference in the field of education and create the necessary environment for students to succeed. Therefore, it is of great importance to encourage and support visionary leadership in the field of education.

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