

VISIONARY LEADERSHIP BEHAVIORS OF SCHOOL ADMINISTRATORS

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ABSTRACT

A school administrator who demonstrates visionary leadership behaviors greatly affects the behavior of teachers. These effects positively affect teacher performance. These include: motivating and engaging emotionally, inspiring and influencing, encouraging progress and building positive habits, improving the ability to remember, supporting innovation, leading and bringing the team together, leading and guiding.

Visionary leaders motivate employees with vision. The leader is the head of the organizational vision and they enable employees to concentrate on future organizational goals. While visionary leaders focus their employees on the goal, they also take their opinions into account, are in communication and are respectful of the values they believe in. By distributing the authority over the visionary leader to his subordinates, they take their opinions into account in the plan and program by sharing responsibility. Thus, by spreading the vision throughout the organization, they ensure that employees embrace the vision and become successful at a higher level.

Visionary leaders imagine a future beyond the current situation, take bold steps to create change and engage in new initiatives related to innovation and creativity. They also question thoughts and ideas and encourage their followers to think, explore and improve themselves. Additionally, rather than developing a vision alone, visionary leaders create a vision together with their followers, allowing them to include everyone's ideas and contributions. This distributed vision development approach increases followers' sense of commitment to the vision, creating an inspiring source of motivation and enthusiasm. In addition, visionary leaders maximize the potential of their followers by supporting teamwork. Teamwork enables the team to be successful by combining everyone's strengths. Visionary leaders support teamwork, enabling followers to cooperate, communicate and support each other.

Keywords: Leader, vision, visionary leadership, school administrators

1. INTRODUCTION

A leader is a person who has the power to influence within the organization beyond complying with procedures (Erdoğan, 2014). Leadership can be defined as the process of directing and influencing a certain group or person in line with the policies and goals of the organization (Rohiat, 2008). The purpose of this complex process is to mobilize individuals or groups for organizational purposes and to use the existing capacity in the most effective way. Leadership can only be embodied in a leader who has the capacity and vision to be a leader (Plane, 2015).

The quality of the school administrator may affect the efficiency and adequacy of education in the school organization. When talking about the qualities that school administrators who have a positive impact on the school should have, it is stated that they have leadership qualities. An effective school administrator is a leader who can clearly express his thoughts about the current situation of his school and create a system of values that will form the foundations of unity and belief of the school. It changes the school's patterns flexibly by adapting to changing situations and aims to increase the quality and success of the school by making plans in accordance with the determined goals. With his predictions, he predicts the future success of the school and carries out forward-looking studies. As an effective listener, he values the opinions of school stakeholders and supports them in all matters. It provides a positive working environment by motivating its subordinates and rewards all kinds of success. By trusting his subordinates, he protects them from external factors and helps them develop a positive attitude. Aware of his responsibilities, he sets an example with his behavior and acts with a sense of duty. They can cope with all kinds of situations that may be encountered at school and prepare their teachers for such situations (Bush, 1998).

Technological developments and changes brought about by the digital age create requirements in organizations beyond the use of new technologies, such as being able to produce different solutions to problems, gaining experience with methods that have not been tried before and increasing business performance (Çelebi, 2021). These developments and changes, including educational organizations, increase the responsibilities of school administrators, but also increase the importance of leadership qualities such as the ability of school administrators to keep up with these developments and changes, to make plans in accordance with the school's goals and to prepare their teachers for ordinary situations. For this reason, the school administrator of our age is expected to predict the future course of action by taking into account the changing situations. At this point, having a vision is an

important requirement for a successful leader, but it is not sufficient to achieve organizational goals or overcome difficulties. Vision includes important features such as participating in the manager's decision-making process, communicating, encouraging change and setting an example for action (Covey, 1990).

The basis of the visionary leadership approach, which is one of the contemporary leadership approaches, lies in creating visions that can influence people and enable them to take action. While visionary leaders produce solutions to problems; They focus on producing solutions from broader perspectives beyond universal and intuitive perspectives. His horizons are broad and he inspires those around him. His most distinctive feature is that, thanks to his foresight, he is aware of what he can do to achieve his goals and can overcome the obstacles he will encounter on this path (Erdoğan, 2014).

Effectiveness in schools is possible with the presence of visionary leaders. These leaders, who have forward-looking plans and goals, help their subordinates discover their undiscovered characteristics that they have not yet revealed sufficiently; They help them realize their potential and use it. Visionary leaders who can gather the teachers in their school around a common educational vision act in cooperation with the teachers while achieving the goals they set for their school. The vision developed with the sharing of teachers and the integration of this common vision with the school culture can increase the applicability of the common vision (Durukan, 2006).

In our developing world, the greatest responsibility to keep up with the information age belongs to schools and, accordingly, school administrators and teachers. The main goal of schools is to raise individuals who are curious, questioning, responsible, have social skills and self-sufficiency in accordance with the requirements of the age (Kılınç, 2013). While schools achieve these goals, the contribution of school administrators and teachers to the process is a fact that cannot be ignored. While teachers serve as role models for their students with their attitudes and behaviors, they are also influenced by or can influence other members by interacting with them as a part of the school organization. Innovative actions also emerge in this social environment and are affected by personal and environmental factors. Teachers who have and demonstrate an innovative mindset use new strategies by addressing students' different needs and characteristics, thus supporting students' creativity in innovative teaching and learning processes. At the same time, teachers who exhibit innovative behavior have the ability to continuously improve their task performance by making their professional development sustainable (Balkar, 2015).

Adapting to change and development in educational organizations will be possible if teachers keep up with innovations. Improving teachers' individual innovative abilities will also form the basis of this harmony (Elçiçek and Yaşar, 2016). Individual innovativeness is a personality trait that indicates that the individual is prone to changes and willing to try new things and the individual innovative individual strives to seek and achieve innovations with his own efforts. Therefore, these people enjoy developing new ideas and do not hesitate to present their ideas; They have characteristics such as taking risks while producing solutions to problems and being open to new experiences (Lin and Filieri, 2015). Innovative behaviors of teachers are of great importance in terms of understanding and shaping the world of the future by improving human power (Elçiçek and Yaşar, 2016). Hargreaves (1999) emphasized the importance of teachers having the knowledge, skills, understanding, attitudes and behaviors that students are expected to have. For this reason, it is important for teachers, who have an important position in the education system, to ensure their own development and renewal in order to ensure that students have the qualifications they are expected to acquire.

2. LEADER AND LEADERSHIP

A leader is a person who has the power to influence within the organization beyond complying with procedures (Erdoğan, 2014). Leadership can be defined as the process of directing and influencing a certain group or person in line with the policies and goals of the organization. The purpose of this complex process is to mobilize individuals or groups for organizational purposes and to use the existing capacity in the most effective way. Leadership can only be embodied in a leader who has the capacity and vision to be a leader (Plane, 2015).

So, the biggest difference between leader and manager is; The leader is an individual who "has the power of influence". If we talk about other differences: the leader insists on change, while the manager insists on preserving the structure. The leader can increase the motivation of his employees, motivate them and even direct them. The manager, on the other hand, can exhibit commanding attitudes by using his authority and needs to constantly supervise his employees. While leaders adopt a participatory organizational approach, managers want to concentrate the authority in a single hand, that is, themselves. Leaders' source of authority is themselves, while managers are bound by the legislation (Çelik, 1999).

3. THEORETICAL FRAMEWORK

3.1. Vision Concept

Vision is the mental picture of the ideal. Vision is just like a dream. It is not a difficult process to feel it with appropriate stimuli. Vision is the fundamental element of organizational success. An organization without vision is like a ship without a rudder. Vision has the power to direct everything that can be done in an organization. On the other hand, a vision statement is a long-term expectation that is constantly being worked on but will not be realized in the near future. Vision is the perfect state that cannot be achieved instantly but never gives up trying to achieve (Latham, 1995).

Vision is a goal state that embodies the long-term ambition of where the organization wants to be in the future relative to its competitors. The vision provides strategic achievement goals that will inspire the organization to overcome obstacles with a joint effort. Vision statements, then, are key drivers of organizational innovation, employee engagement and motivation and effectiveness and success in the competitive environment (Bowen, 2018). Vision can also be defined as the perception of the attractive future of an organization or its environment. Vision is action-oriented and its emergence requires both a certain perspective and creativity mixed with intuition. The concept of vision, included in research on leadership, has been adopted as the personal characteristic of the leader. Since the organization cannot be reduced to the leader, the leader's vision does not reflect the vision of the organization. Therefore, the leader must strive to share his vision (Collins and Porras, 1996).

Vision literally means “creative insight, statesman’s foresight, common sense in planning”. In this context, vision is the leader’s ability to perceive the situation of his organization in a place and time that is not visible at that moment. The leader’s ability to perceive can only be achieved through imagination, sharp foresight and a sense of determination. Vision statements should declare the organization's founding identity, clarify its future goals and refer to methods to achieve these goals. Thus, organizational members can personally determine where they are positioned within the organization by realizing the value of their positions; By believing in the goal to be achieved with the road map offered by the vision; They can make an effort to work in accordance with this goal. Some research on vision has shown that every successful organizational transformation and change effort depends on developing a future picture that is easy to understand within the organization (Faulkenberry, 1996).

The concept of vision has entered the field of management since the nineteen nineties. The concept, which initially had much more mysterious meanings, can also be evaluated as a

set of qualities that distinguish leaders and managers from each other. In the literature, there are different analyzes of these qualities that make up the concept of vision (Erçetin, 2000). The vision in these analyzes is:

- Being able to think, develop and share an imagined future for the organization,
- Being able to integrate what currently exists and what should be with a simple reality,
- Being able to build the future by moving towards new horizons and combining facts, hopes, dreams with the appropriate situation and time,
- Ability to mobilize people around him based on his own personal values,
- Being able to create an organizational atmosphere appropriate to one's core values,
- It is stated as being brave and taking risks.

The reason why vision is powerful is that it involves planning what is truly important for an organization and which of the many paths the organization will take, thus providing focus on goals. Nanus lists the benefits of this focus as follows (Nanus, 1995):

- Vision creates meaning for everyone in the organization. It eliminates confusion and makes the world understandable. Understanding how things are done helps organizational members understand the big picture and see how their own work relates to it. Thus, by realizing their own skills and interests, they can sense whether there is a future for them within the organization.
- Vision adds value to the effort spent to achieve goals. Organization members are proud to be part of a team that serves a common success. So they feel important. This increases their level of commitment to the organization and positively affects their performance.
- Vision has an energizing feature. Vision, which is a source of motivation for change, encourages employees to take action for change. Vision serves as the spark for the organization to successfully enter and manage the change process. By inspiring employees, it causes them to break away from routine work, produce innovative ideas and try different ways of thinking.
- Vision brings the future to the present. Thanks to the vision, the organization imagines the situation it wishes to have in the future and plans for this situation. Vision is real and concrete enough to change perceptions and attitudes. It is real enough to filter out what is essential to the organization and what are distractions. It allows the organization to reach places where its resources and decisions really matter.

- Vision creates a common identity. A vision built on common values such as common ownership and a sense of destiny nourishes cooperation within the organization and encourages synergy. Thus, the organization directs its energy towards a common effort.

Personal visions are pictures that reflect individuals' unique goals and dreams. However, organizational visions are considered from a broader perspective and express a common goal and future picture to which all employees of the organization contribute. A shared vision is created with the participation of all employees of the organization and integrated into the organizational culture. This allows employees to work together and feel like they are moving together towards their goals and objectives. This common goal provides consistency across all activities of the organization and helps employees create a strong sense of partnership. The power of shared vision is based on the idea of sharing a common goal and future. This idea makes employees feel like they are coming together for a higher purpose and helps them understand that the organization serves a greater purpose. This helps employees become more motivated and contribute to the success of the organization. Therefore, it is important to translate personal visions into organizational vision. This enables employees to share a common goal and future vision and helps the organization serve a larger purpose (Senge, 1996; cited in Çelik, 1997).

Organizations need to act in line with a purpose and direct their employees towards this purpose. At this point, vision is a tool that allows organizations to focus on their goals and employees to work efficiently by focusing on important issues. Vision; It is formed by the combination of mission, strategy and culture and an effective vision; It can be created in accordance with the goals, strategies and culture of the organization. Therefore, in order to create the vision, the organization's mission must be determined, appropriate strategies must be developed and it must act in accordance with its culture (Lipton, 1997).

An organization's vision, purpose; It consists of three basic elements: values and image. Purpose determines the reason for the existence of the organization and answers the question of why the organization exists. Values enable the organization's employees to focus on common goals and determine the culture and behavior of the organization. Image, on the other hand, reflects the ideal future situation that the organization aims for and emphasizes that the organization must act in accordance with its goals and values in order to realize this ideal situation. The vision is not just for the organization to make profits. Vision also includes elements such as the organization's reason for existence, culture, values and future goals. Therefore, when determining the vision of an organization, attention should be paid not only

to financial goals, but also to the values, culture and goals of the organization (Blanchard, 1997).

The reliability of the vision expressed as a road map depends on the leader. While the adoption of the vision is related to time, its interpretation depends on the level of loyalty of the people and its success depends on the level of obligation of the leader and the people. Vision means innovation for the organization, it increases employees' feelings of loyalty towards the organization and enables them to exhibit high levels of performance (Maxwell, 2004). Leaders who want to achieve success in the future will be visionary leaders who develop strategies that reorganize the past, present and future on the same line, process information, direct and manage events, rather than evaluating only today (Marşap, 2009).

3.2. Vision Development Process

Vision development is a complex process. This process is not a vision of the future that can emerge suddenly. To create a vision, people need to develop their inner world. This development process helps people look at the world from a different perspective. Visioning can move from the individual level to the organizational level. This can be possible by sharing and combining the intellectual and intuitive vision between both parties. Thus, unification of vision paves the way for action. While vision development is an individual process, it is important that the organization is also involved in the process. Developing the vision is a process that takes place with the contribution of all employees. This process is important for organizations to achieve their goals and employees' having a vision can increase the success of organizations (Çelik, 1997).

Statement of personal vision is important in the vision development process and is the first step in the vision development process. Personal vision refers to the goals and objectives a person wants to achieve in life. Creating a personal vision helps a person develop specific actions and strategies to achieve these goals. Thus, one can lead oneself before leading others. Personal vision focuses on individuals who are able to reflect on their lives. Personal vision describes the individual's goals and goals for success, power, influence, etc. While helping him determine what is truly more important, such as "Who am I and what is my biggest goal?" It also allows the individual to think about the things at the center of existence in order to answer the question (Cerami, 2015).

Creating a personal vision is a three-step process. First, it is necessary to self-evaluate. In this stage, the person objectively reviews his or her skills, abilities, weaknesses and values. The second stage is to clearly define the desired achievements in the targeted organization. In

this stage, the person determines his or her priorities and goals and puts them in writing. The third stage is to determine what it means to try to prove yourself as a leader. In this stage, the person clearly defines his or her leadership skills, values and mission and takes concrete steps to implement them. Completing all these stages helps create a personal vision and provides a road map to achieve targeted success (Erçetin, 2000).

Organizational vision provides a framework for understanding the purpose of the organization's existence. One of the basic functions of organizations is to reconcile the behavior of individuals with different goals and interests. Organizational values often come from leaders. The leader's ability to convey his vision to his employees can provide internal motivation for employees to act in the interests of the organization. It is important for employees to embrace and share common values. In this way, the organization can exist seamlessly as a single force. When managerial values are clear and clear, employees feel more respected in the organization and the increase in employees' motivation levels also increases their performance (Mesko and Roblek, 2018).

Hamel and Prahalad (1989) stated that an effective organizational vision has three basic components. The first component is clarity, defining the vision in a clear, concise and understandable way. This can be easily understood by all employees and provides guidance in setting goals. The second component is that the vision is supported by others in the organization. This means that all employees must own the vision and embrace it. This increases collaboration and motivation within the organization. The third component is stability of vision. This means that the vision should remain unchanging and stable over time. This helps employees focus on their goals and make long-term plans. These three components work together to determine the vision of the organization and enable employees to embrace the vision, focus on their goals and make long-term plans.

The vision creation process consists of nine different stages and each stage plays an important role in creating an effective vision (Çelik, 2003).

Phase 1: A New Look at the World

Phase 2: Thought-Based Individual Vision

Phase 3: Sharing the Intellectual Vision

Phase 4: Individual Vision Based on Intuition

Phase 5: Sharing the Intuitive Vision

Phase 6: Integrative Vision

Phase 7: Current Reality Stage

Phase 8: Action Plan

Phase 9: Reconsideration

The concept of mission is also important on the basis of the infrastructure to be established to realize the vision. Mission is a statement that defines an organization's reasons for existence and the purpose of its activities. Mission is a fundamental component that determines the structure and strategies of the organization. A mission must have a certain determination. Because the mission is a road map that the organization will use to achieve its goals. The mission is based on the organization's reason for existence and values and these reasons and values do not change over time. Therefore, the mission should have a certain stability and should not be subject to constant re-evaluation. However, as the organization's goals or conditions in its external environment change, the mission may need to be aligned. A radical mission change is rare because the mission is a fundamental component of the organization's identity and purpose. A radical mission change can cause the organization to go in a completely new direction, which can lead to a loss of motivation within the organization. However, in some cases, a radical mission change is necessary for the survival or growth of the organization. In this case, changing the mission should be done carefully and with the support of employees and other stakeholders (Benligiray, 2000).

For a developing vision to be successful, simply determining the vision is not enough. For a vision to be successful, employees must understand and embrace the vision, make the necessary changes to realize the vision and create a management strategy to implement the vision. At this point, it is important to share the vision. A shared vision can provide consistency across the organization's various activities. Since the vision determines the goals of the organization, all activities can be organized to serve these goals. In this way, employees can better understand what they need to do to achieve the organization's goals and organize their activities accordingly. Shared vision can also help employees feel part of the organization. When employees work together to achieve the organization's goals, they connect with each other and improve their ability to work as a team. This creates a sense of partnership within the organization and can make employees feel more motivated (Hoe, 2007).

Vision is a concept that differs from real-life events and reflects an original idea. Especially for school administrators, vision is closely related to the basic elements of leadership behavior. Vision has a fundamental impact as a source of leadership behavior. Visionary leadership is different from other leadership approaches and reflects a special energy and message. Understanding the vision helps understand the basic elements of visionary leadership theory (Starratt, 1995; cited in Çelik, 1997).

3.3. Visionary Leadership

Leadership is the process by which a leader mobilizes others and directs them to a specific goal by using the power of influence and direction. Leadership style depends on factors such as the personality characteristics of the leader, the strategies he adopts depending on the leadership position and the decisions he makes in accordance with the leadership situation. Therefore, a leader's leadership style can affect the success of the organization. Leaders who adopt the right leadership style can increase their employees' job satisfaction, commitment and productivity (Voon et al., 2011). Human resources are extremely important for organizations. The success of organizations depends on the talents, energy and creativity of employees. Leadership with a specific vision can increase employee motivation and commitment, thus making it easier for the organization to achieve its goals. Leadership characteristics, behaviors, influence, interaction patterns, role relationships and managerial positions provide an insight into how the leader influences and directs employees. Good leaders can motivate employees by using their strengths, create a strong team and contribute to the success of the organization (Kurniadi et al., 2020).

Visionary leadership can be defined as an approach that encourages risk taking. This leadership style takes an optimistic approach to problems that hinder progress and creates a culture of performance improvement by involving employees in the process. Recognizing the fact that it is not possible to eliminate risks, it focuses on the solution of risks and encourages objective agreement from others through problem solving with clear logic, rational argumentation and strategies with correct goals and objectives (Ubaidillah et al., 2019). Visionary leadership requires taking into account the factors inside and outside the organization, creating a vision of the future and taking the necessary strategic planning and actions to successfully convey this vision to all levels of the organization. In this process, the leader's communication skills, power of influence, credibility and leadership qualities required for the loyalty and motivation of employees are very important. By emphasizing the strengths of the organization and addressing its weaknesses, the visionary leader can determine the goals for the future success of the organization and mobilize the entire organization to achieve these goals (Bennis, 1996; cited in Çelik, 1997).

A leader with a vision has the ability to mobilize his ideas and actions by motivating his employees without resorting to punishment mechanisms or acting with a concern for dominance. The visionary leader approaches problems with an intuitive perspective that takes global developments into consideration. While evaluating the events around him, he chooses to look at them from a broad perspective, develops his thoughts accordingly and creates plans

compatible with the changes that may occur in the future (Bloch and Whitely, 2005).

Visionary leaders motivate employees with vision. The leader is the head of the organizational vision and they enable employees to concentrate on future organizational goals. While visionary leaders focus their employees on the goal, they also take their opinions into account, are in communication and are respectful of the values they believe in. By distributing the authority over the visionary leader to his subordinates, they take their opinions into account in the plan and program by sharing responsibility. Thus, by spreading the vision throughout the organization, they ensure that employees adopt the vision and become successful at a high level (Quigley, 1998).

Broadly speaking, visionary leadership has three distinguishing features:

1) Sharing visions is the step of developing visionary leadership, which is implemented by creating an effective vision that focuses on changes for progress as desired by the organization in the coming years, as well as connecting concepts for subordinates to evaluate the results (Kakabades et al., 2005; Zaccaro & Banks, 2004).

2) Imagination procedures require the visionary leader to connect and communicate the vision to subordinates. The leader should be able to explain the cause and effect of changing the vision and allow subordinates to participate in the decision, making decisions primarily to reduce resistance and at the same time to increase joint responsibility (Kakabades et al., 2005).

3) These are the steps of determining sub-visions, which require the leader's role in managing changes in the organization through empowerment, increasing the trust of subordinates and increasing his own productivity, as well as ensuring the acceptance of the vision (Kakabades et al., 2005; Zaccaro & Banks, 2004).

Berlew (1974), when describing the characteristics of visionary leaders, argues that the first requirement is that the leader must be able to establish the existence of a common or shared vision for the future of the organization. Berlew argues that "a vision, no matter how well expressed, will not be exciting or provide meaning to individuals whose values differ from those implied by the vision." Therefore, the vision should stem from the values of the group being managed. It is not just created by the leader and "sold" to subordinates. According to Berlew, leaders of complex organizations represent the hopes and goals of different groups. Only an exceptional leader can instinctively define and express the common vision for so many different groups (Berlew, 1974; cited in Stoner-Zemel, 1988). The visionary leader not only develops a vision, but also effectively shares this vision with his followers, encouraging them to take action. Visionary leaders also build a strong bond with

their followers, increasing their trust in their leaders and making followers feel more commitment to their leaders. This commitment and trust leads followers to show a higher performance for their leaders, thus increasing the performance of the organization (Kirkpatrick, 2011; cited in Saher and Ayub, 2020).

Visionary leadership is the ability to visualize the preferred future for the organization in the context of established values, to understand the basic situational components that should be a part of the vision, to share the vision with followers and to convey this vision by using the stakeholders' energies correctly (Endeman, 1990). Visionary leaders are not concerned with predicting the future, but with striving to create a desired situation in the future. Vision is the design of a future goal and the steps necessary to achieve this goal. To take the necessary steps to achieve this goal, visionary leaders first analyze the current situation and create strategies to achieve the goal by using existing opportunities. The future is not a destiny for visionary leaders, but it is a result of the choices made in the current situation and leaders try to create the desired future by making these choices (Özkan, 2020).

Karwan et al. (2021) explains the 5 basic features of visionary leadership as follows:

1. Visionary leaders imagine a future beyond the current situation, take bold steps to create change and engage in new initiatives related to innovation and creativity. They also question thoughts and ideas and encourage their followers to think, explore and improve themselves.
2. Rather than developing a vision alone, visionary leaders create a vision with their followers, allowing them to include everyone's ideas and contributions. This distributed vision development approach increases followers' sense of commitment to the vision, creating an inspiring source of motivation and enthusiasm.
3. Visionary leaders maximize their followers' potential by supporting teamwork. Teamwork enables the team to be successful by combining everyone's strengths. Visionary leaders support teamwork, enabling followers to cooperate, communicate and support each other.
4. Visionary leaders set an example for their followers. This means that leaders guide their followers through their actions, words and decisions. Visionary leaders gain the respect and trust of their followers by exhibiting ethical behavior. They also work as part of the team to achieve successful results and show this to their followers.
5. Visionary leaders encourage themselves and their followers to work enthusiastically and work determinedly to achieve big goals.

Visionary leadership is characterized by setting an inspiring vision and effectively communicating that vision to stakeholders. A visionary leader is the type of person who can move the masses. In this context, visionary leaders proactively inspire their employees, create a plan for the organization and collaborate with their teams to determine a vision. When the team understands what they need to do, the leader provides them with confidence and inspires them to do a job on their own, without being with them all the time (Piqueras, 2014).

By connecting the present and future of an organization, the visionary leader motivates employees to focus on future goals. While the visionary leader focuses on the goals of the employees, they take their ideas into account and stay in communication. In this way, employees feel that their leaders listen to them and care about their opinions and they participate more. Additionally, visionary leaders are respectful of the values they believe in and encourage their employees to act in accordance with these values. Visionary leaders create a common vision in their organizations and ensure that employees embrace the vision. In this way, the vision spreads throughout the organization and they ensure that employees adopt the vision, which leads to higher levels of success (Quigley, 1998).

The main purpose of visionary leadership is to turn an idea into reality. This means that leaders must have characteristics that can enable their collaborators to seek innovative solutions to achieve their goals in their daily activities, allowing them to find different ways to achieve the goal. Characteristics of visionary leaders, such as innovation, openness to change, sharing tasks, encouraging skills and continuous updating, can ensure that new experiences are shared within the organization, processes and procedures are updated and the organization becomes ready for innovation (Carrera, 2007: 82, cited in Martinez, 2018).

In the study conducted by Koestanbaum (1998), she stated the nine basic characteristics of visionary leaders in school organizations as follows (Lemire, 1995):

1. Having a leadership spirit
2. Having personal power: Personal power helps leaders lead effectively. Skillful use of this power means leaders must be honest, transparent and fair. Leaders should use their personal power to achieve the goals of their organizations, support their subordinates, encourage their subordinates to be strong and self-confident and enable them to lead effectively in their organizations. In this way, leaders can create high-quality workforces in their organizations (Cangemi, 2000).
3. Combining visionary thinking with foresight and efficiency: The leader's foresight ability includes qualitative foresight skills such as the ability to predict future trends and changes, the ability to foresee opportunities and threats. These skills are vital for the leader to lead

the organization towards success and provide competitive advantage. Therefore, the leader should be sensitive to changing market conditions, technological developments and other factors (Cornish, 2004; cited in Dominiece-Diasa et al., 2018).

4. Providing leadership for learning: By creating a continuous learning culture in the organization, the leader can use learning strategically to create change and move the organization in new directions. Leaders providing leadership for learning can contribute to the development and personal growth of their employees, increasing their abilities and competencies, helping them achieve a higher level of performance in the organization. For this, the leader can create a learning culture in his organization by emphasizing the importance of learning, encouraging his employees to learn, providing learning opportunities and aiming to lead in this regard (Hannah and Lester, 2009; Hasson et al., 2016).
5. Having critical, deep mental thoughts.
6. Being aware of the magnitude of the leadership role, taking responsibility, directing the work of the mind until it thinks and takes action.
7. Seeking change using vision, ethics, courage and reality strategies: The cornerstone of visionary leadership is that the leader creates a clear and consistent ideology. This ideology should include vision, ethics, courage and reality strategies developed based on the leader's belief. These strategies are used to support the leader's ideology and achieve the organization's goals. Vision is a road map that determines the common goals of the organization and employees. Ethics enable the leader to distinguish between right and wrong and reflect ethical values. Courage ensures that the leader is ready to take risks and meet challenges. Reality strategy enables the leader to evaluate the situation and plan from a realistic perspective. All these strategies complement the leader's ideology and are critical to the success of the organization.
8. To develop and generalize leadership mentality, intelligence and understanding.
9. Having dominance through leadership.

RESULTS

Schools are institutions organized to carry out educational activities. Every organization utilizes human resources to achieve certain goals and the success of the organization is determined by the cooperation and efforts of individuals in the organization. The motivation and job performance of individuals in the organization play a critical role in achieving the goals of the organization. Therefore, for the organization to be successful, it is

necessary to provide encouraging factors to increase the cooperation and motivation of the staff (Shanti et al., 2020).

The education manager is the leader who ensures the functioning of the educational institution in the light of scientific information and directs the vision of the institution. It ensures the connection of the institution with the outside world by constantly communicating with employees and has the duty to adapt to external factors. Although educational management has a different structure from other management fields, it has similar features such as development, adaptation and ensuring social integrity as basic requirements. The organizational vision of the organization is determined with the participation of all employees under the leadership of the training manager. A successful training manager discovers the needs of employees and integrates the organization with the outside world with the right guidance. The leading training manager acts as a catalyst by combining the ideas of the employees involved in the process (İnce, 2022).

A strong vision gives you the power to drive change and inspire employees to be more proactive and creative in their areas of expertise. On the other hand, in order to move towards a better and more successful organization, the vision must reflect the goals and objectives of the school. This can be achieved with the initiatives of visionary leaders. The visionary school administrator must collaborate with teachers to develop a vision of what they want the school to look like in the future. Vision is a process in which not only the administrator but also the teachers can contribute. Therefore, the vision developed by a teacher can also become the common vision of the school. In this process, it is important that all stakeholders embrace the vision and stick to it. A strong organizational culture facilitates the transformation of individual visions into shared vision. Therefore, a visionary school administrator should work with teachers to develop a common vision and harmonize this vision with the school culture. This will facilitate the transformation of the vision into action and encourage all members of the school to work together (Çelik, 1997).

Visionary leaders always strive to achieve the goals they set and show flexibility to adapt to different situations and challenges. Visionary leaders for educational institutions identify best practices and practices for student success while working to improve the effectiveness of teachers and other school personnel. In this way, the high performance of students and staff is important to increase the quality and impact of educational institutions.

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