Building and codifying the VUCA strategy scale among administrative leaders from the point of view of teachers in the faculties of physical education and sports sciences

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ABSTRACT

Research Objective:

Building and codifying the FOCA administrative strategy scale for faculty members of the faculties of physical education and sports sciences in Baghdad, Diyala and Wasit, identifying the level of skills of the FOCA strategy among the teaching staff in the faculties of physical education and sports sciences in Baghdad, Wasit and Diyala.

The current research community has been determined from members of the faculty members of the faculties of physical education and sports sciences for the province of Baghdad, Diyala and Wasit, which number (123) members and various scientific titles and the research sample was selected in a deliberate manner for all members and divided into groups of construction, legalization and reconnaissance by random lottery. The conclusions were:

1. The ability of the FOCA management strategy scale to diagnose teachers with administrative competence.
2. The problem is evident in the acute shortage of faculty who need to develop their abilities in accordance with the Fouka strategy.
3. The emergence of a lack of administrative experience among many faculty members of some colleges.

As for the recommendations:

1. Work with a scale Fouka Strategy Administrative to detect the appropriate teachers in solving the crisis of changes.
2. Attention by Deans of colleges and heads of departments in developing the administrative skills of teaching staff.
3. Highlight Teachers Successful in their work and allocating rewards to them.
4. Work on developing the skills of the Fouka strategy among members who show weakness in the Fouka administrative strategy

1- Definition of research:

1-1 Introduction and importance of research:

Management is one of the concepts and sciences established in ancient times, as man worked to establish its first principles in the first civilizations and worked to develop them and formulate many new concepts and knowledge until we reached the modern era, which was characterized by its need to develop management significantly at the present time, and therefore researchers worked in this field to formulate and build a lot of new standards and standards that individuals need in society.

Change in life is natural, all aspects of life are subject to change, such as work, the environment, and people will all change over the years, and these changes must be made according to certain standards or are done forcibly as they keep pace with a certain development or an emergency event, and therefore it was important for the teaching staff to have a great knowledge of the Volka strategy, which would clarify the extent to which the individual can understand the change that occurs and keep pace with it without entering into the circumstances of delay or stumbling in the steps by following The rapid development in the work environment, which may be of great pressure on workers and thus will have a significant impact on them and sometimes succeed in taking individuals to a more suitable environment or make it difficult for them.

Hence the importance of research in building and codifying the scale of Fouka administrative strategy, which works to show the importance of detecting the ability of teachers to keep pace with the development and changes that occur in work.

1-2 Search problem:

The Fouka strategy is a strategy that enables the individual to understand the reality surrounding the individual and prepare for any fluctuations that appear in the workplace, so the research problem is centered on the teachers' understanding of the process of sudden changes that may occur in the work environment or by the leaders in the college and these may negatively or positively affect the progress of the teaching process, and therefore the researcher decided to build and codify the scale of the FOCA strategy to know the skills possessed by teachers to keep pace with changes.

1-3 Research Objectives:

1- Building and codifying the scale of the FOCA administrative strategy for faculty members of the faculties of physical education and sports sciences in Baghdad, Diyala and Wasit governorates.

1-4 Research Areas:

1.4.1 Human field: Teachers in the faculties of physical education and sports sciences in Baghdad, Diyala and Wasit.

1-4-2 Time Range: From 6/10/2024 to 30/11/2024.

1.4.3 Spatial field: Faculties of physical education and sports sciences for the province of Baghdad, Diyala and Wasit.

2- Research methodology and field procedures:

2-1 Research Methodology:

The process of choosing the appropriate approach to research is one of the basic and important steps that lead to the success of the research, which depends on the type and

size of the problem, its clarity and the availability of real data and information about it so that the researcher can distinguish it from the rest Studied problems ، (2011 ،رضا ، 278 صفحة) Accordingly, the researcher used the descriptive approach in the style of correlational relations in order to suit the nature of the problem.

2.2 Research community and sample:

The selection of the research community and its sample is important in any scientific research, as the correct choice of the research sample is one of the pillars or important factors in the success of the researcher's work, as it applies the steps or vocabulary of his research scientifically, and the current research community is determined by faculty members of the faculties of physical education and sports sciences for the province of Baghdad, Diyala and Wasit, and their number is (123) members and various scientific titles and the research sample was selected in a deliberate manner.

2.2.1 Sample construction scale:

The sample of building the Fouka strategy scale consisted of (70) members, in addition to that, the survey sample consisted of (13) teachers.

2-3 Research tools, means and devices used in the study:

Mohammed Khalil et al. state that the appropriate tool is determined in light of the research objectives, hypotheses and the questions it seeks to answer them, The tools are the means used by the researcher in Investigation or access to information (2011 ،عباس ، 237 صفحة).

The tool means that the researcher collects by means of the required data and the tools used by the researcher in his current research, namely:

- Personal Interviews :

Through personal interviews conducted by the researcher, it will be the opinions of experts with experience and competence to give the research greater scientific value, and to complete the requirements of the research and choose ways to deliver the researcher to the required results.

- Administrative negotiation scale.
- Arab and foreign references and sources.
- World Wide Web (Internet).
- Electronic calculator type (TOSHIBA) number (1).

2-4 Field Research Procedures:

Achieving the objectives of this study requires the FOCA strategy benchmark.
For this reason, the researcher did the following :

2.4.1 Building the FOCA Strategy Scale:

Sources specialized in building scales in the field of educational and psychological sciences state that building the scale must be subject to basic steps and the builder of the scale must take them into account, which are as follows:

First: Determine the phenomenon to be studied :

This step is the first step that must be taken, which is represented by the desire of the researcher, his direction, the importance of the phenomenon, its clarity and the extent of its measurement. As this allows the builder of the scale to identify the basic ideas on

which he relies in building the scale and (114 صفحة ، 2006 ،أحمد) Identify and theoretically define the phenomenon represented by The phenomenon of the Fouka strategy.

Secondly. Determine the goal of the scale.

This step is that the scale has a specific and clear goal and that this goal is amenablealif to verify and consistent with the nature of the scale and their characteristics because each scale has its own characteristics related to its purpose، The goal of measuring motor skills differs from the goal of measuring psychological traits and characteristics (320 صفحة ، 2000 ،رضوان) The goal of this metric will be to measure the Fouka strategy..

Third: The theoretical framework of the scale:

This step is concerned with the theoretical aspect of the feature or concept of the scale of references, sources and studies, so the builder of the scale must have theoretical knowledge of the feature to be measured in terms of its concept, nature and everything associated with it in order for this theoretical knowledge to be A frame of reference for defining them, defining their axes, defining axes, and formulating phrasesThe owners of the mentions Jurisdiction The theoretical framework of the scale is the basis in the process of building scales, through which the axes included in the scale are determined and each is defined Axis. (115 صفحة ، 2006 ،أحمد)

The researcher identified the axes of the scale and gave a definition of each axis in the light of the frame of reference that provided the researcher with good theoretical information about the concept of scale .

2.4.2 Procedures for building the scale:

After taking into account the aforementioned steps and in order to build a scale that provides the qualities and scientific foundations, the researcher has taken the following actions:

2.4.2.1 Determination of scale dimensions:

The researcher relied on the sources and references he saw for the concept of the Fouka strategy from males only, after it is presented to experts in the fields of management, tests and sports psychology.

Viewed Dimensions in Questionnaire on experts to take their opinions on the theoretical definition of the concept of the Fouka strategy The extent to which the axes cover the concept of study and the validity of the theoretical definitions of each axis, as They will be asked to add any other axis, and adopt Researcher ratio (70%) and more than expert approval As a ratio To keep Axles. (صفحة 126 ،1981 ،.B.S)

2.4.2.2 Preparation of scale statements:

According to the theoretical definition of each axis, the researcher prepared several proposed phrases to cover the axes of the scale.

The researcher' s interest was that each phrase has one specific meaning and clear interpretation was adopted Likert method in the process of answering the phrases, and the researcher suggested alternatives to a pentagonal answer, as follows (strongly agree, agree, sometimes, do not agree, do not agree strongly).

2.4.2.3 Logical analysis of phrases:

This was done by presenting the phrases to experts and specialists, andeach expert was asked to express an opinion on the validity of each phrase in measuring the concept of the study and its validity in the axis in which it was placed and modifying or adding any phrase and in all axes, as well asexpressing an opinion on the validity of the alternatives to the five-answer and marking the positive and negative phrases of the scale.

  Done according to Their opinions and accreditation On the ratio More than(75%) of their approvals mentioned by (Bloom) (B.S.، 1981، 126 صفحة).
All statements for the scale have been approved.

2.4.2.4 Scale in their initial form:

 After the aforementioned steps and procedures,the phrases were inserted sequentially without mentioning their axes in a questionnaire in order to conduct the exploratory experiment and find the scientific foundations for it.

2.4.2.5 Correction key:

   We mentioned that the scale in its initial form will consist of several phrases distributed on several axes and in front of each phrase five-gradation (agree to a large degree - agree - sometimes - rarely - disagree) and the grades are given tothe positive phrases as follows (5-4-3-2-1) and negative phrases (1-2-3-4-5) and that the highest score obtained by the person is (160) for the scale, and the lowest score is (32) for the scale The hypothetical mean or degree of neutrality is (96) for the scale.

2.4.2.6 Scale exploratory experiment:

The exploratory experiment wasconducted on (13) from the research community and from outside the construction sample if it was applied to a random sample of club members on the corresponding date (12/11/2024) and its purpose is to identify the clarity of instructions and phrases, the time taken by the respondent and the adequacy of the assistant work team or any difficulties in order to address them in the construction process.

2.4.2.7 Statistical analysis of statements:

   The process of subjecting phrases to statistical analysis is one of the most important procedures that must be carried out in building the scale, through which to ensure the availability of scientific foundations for the statements, which is honesty and stability, and for that the researcher applied the scale to the construction sample of (70) teaching as follows:

2.4.2.7.1 Honesty Vlidity:

  It means that the scale measures the attribute it is intended to measure,(Walsh،W.B.، 1979 ، 29 صفحة) Honesty is one of the basic conditions and scientific foundations for building standards، The researcher used the following indicators for the validity of the scale of this study:

First: Content Validity:

It includes logical honesty and constructive honesty and is available as follows:

1- Logical Validity :

   Little Allen Allen The logical honesty is the logical design of the phrases that make up the scale so that these phrases cover the basic dimensions of the phenomenon to be measured and this honesty was available (Allen.M.J &Yen،W.M، 1979، 96 صفحة), EL

Get up Researcher by definition of the concept FOCA Strategy and Identification Axes and preparation Words As mentioned.

2- Construct Validity :

   Wasmi also The sincerity of the hypothetical composition or the sincerity of the concept, which means the extent of the homogeneity of the phrases with the concept to be measured ، (Gay.L.R، 1986 ، 168 صفحة)And it depends honestly build On Demo App, So it's an important indicator of honesty. ، And to verify its availability from the scale of this study DoneTwo methods will be used, discriminating force and internal consistency, as follows:

A- Discriminatory power of phrases Items of Disckimination :

   It is a statistical method that depends on the ability of each phrase to distinguish between people who get high scores and people who get low scores and to verify that, the scale was applied with its phrases to the construction sample of (70)people and calculate the total score for each form and then arrange the degrees of answers in a descending manner and the percentage of (27%) of the upper grades and the same percentage of the lower grades were determined and then The scores of the two groups are subjected to statistical analysis and using the T.test for two independent samples to identify the discriminating power of the statements and show the ability of all statements of the scale to distinguish between those who get high scores and those who get low scores at the significance value less than (0.05) at the level of error (0.05).

Table 1

Statistical indicators of the discriminating power of FOCA strategy phrases

Significance level	True morale	Calculated T value	Top Group		Lower Group		Ferry number
			on	Going to	on	Going to	
Characteristic	0.000	9.701	0.684	4.37	0.653	2.26	1.
Characteristic	0.000	6.444	0.597	4.37	1.012	2.63	2.
Characteristic	0.000	6.564	0.733	4.26	0.749	2.68	3.
Characteristic	0.000	8.875	0.653	4.26	0.507	2.58	4.
Characteristic	0.000	6.893	0.955	4.37	0.607	2.58	5.
Characteristic	0.000	11.655	0.496	4.63	0.612	2.53	6.
Characteristic	0.000	10.919	0.612	4.47	0.513	2.47	7.
Characteristic	0.000	6.794	0.787	4.21	0.582	2.68	8.
Characteristic	0.000	9.601	0.597	4.37	0.684	2.37	9.
Characteristic	0.000	6.755	0.765	4.16	0.772	2.47	10.
Characteristic	0.000	6.599	0.787	4.21	0.684	2.63	11.
Characteristic	0.000	8.750	0.772	4.47	0.496	2.63	12.
Characteristic	0.000	9.880	0.692	4.42	0.653	2.26	13.
Characteristic	0.000	10.537	0.684	4.63	0.607	2.42	14.
Characteristic	0.000	6.163	0.898	4.16	0.838	2.42	15.
Characteristic	0.000	7.519	0.733	4.26	0.597	2.63	16.

Characteristic	0.000	9.506	0.513	4.53	0.671	2.68	17.
Characteristic	0.000	6.895	0.612	4.53	0.658	3.11	18.
Characteristic	0.000	6.466	0.692	4.42	1.073	2.53	19.
Characteristic	0.000	6.106	0.684	4.63	0.943	3.00	20.
Characteristic	0.002	3.323	0.898	4.16	1.049	3.11	21.
Characteristic	0.000	9.477	0.692	4.42	0.809	2.11	22.
Characteristic	0.000	4.187	0.905	4.47	1.100	3.11	23.
Characteristic	0.000	7.593	0.692	4.42	0.631	2.79	24.
Characteristic	0.000	6.736	0.692	4.42	0.885	2.68	25.
Characteristic	0.000	9.004	0.692	4.58	0.562	2.74	26.
Characteristic	0.000	8.459	0.761	4.37	0.612	2.47	27.
Characteristic	0.000	6.537	0.684	4.37	1.020	2.53	28.
Characteristic	0.000	6.163	0.898	4.16	0.838	2.42	29.
Characteristic	0.000	7.249	0.582	4.32	0.905	2.53	30.
Characteristic	0.000	8.064	0.612	4.47	0.749	2.68	31.
Characteristic	0.000	6.121	0.787	4.21	0.905	2.53	32.

- Significant at the level of significance (0.05%)

B- Internal consistency of phrases : Items Consistency

It means verifying the homogeneity of the scale phrases in measuring the phenomenon or concept to be measured and in order to verify that the phrases of the scale of this study are characterized byconsistency and homogeneity, therelationship of each phrase was extracted with the total degree of the scale through the simple correlation coefficient of Pearson for the members of the construction sample, and to show that all phrases have a significant correlation with the total degree of the scale and must be reached All are less than (0.05) at an error level (0.05).

Table No. (2)

Pearson's correlation coefficient between the score of each statement and the overall score of the Fouka strategy scale.

Significance	True morale	Simple correlation coefficient	t
Moral	0.000	0.617	1.
Moral	0.000	0.662	2.
Moral	0.000	0.698	3.
Moral	0.000	0.663	4.
Moral	0.000	0.725	5.
Moral	0.000	0.671	6.
Moral	0.000	0.784	7.
Moral	0.000	0.749	8.
Moral	0.000	0.740	9.
Moral	0.000	0.799	10.

Moral	0.000	0.801	11.
Moral	0.000	0.782	12.
Moral	0.000	0.599	13.
Moral	0.000	0.785	14.
Moral	0.000	0.664	15.
Moral	0.000	0.560	16.
Moral	0.000	0.701	17.
Moral	0.000	0.702	18.
Moral	0.000	0.748	19.
Moral	0.000	0.666	20.
Moral	0.000	0.658	21.
Moral	0.000	0.640	22.
Moral	0.000	0.656	23.
Moral	0.000	0.600	24.
Moral	0.000	0.544	25.
Moral	0.000	0.440	26.
Moral	0.001	0.380	27.
Moral	0.000	0.411	28.
Moral	0.000	0.450	29.
Moral	0.000	0.883	30.
Moral	0.000	0.428	31.
Moral	0.000	0.494	32.

C- The relationship of the field to the total degree of the scale :

   To identify the extent to which the axes represent the concept of the scale, that is, whether the axes that make up the scale are characterized by honesty in measuring the concept of the scale and in order to ensure this,Pearson's simple correlation coefficient was used to identify the extent of the correlation of each axis with the total degree of the scale for the construction sample and to show whether all axes have a significant correlation with the total degree of the scale, Its value must be less than (0.05) at the significance level (0.05).

Table No. (3)
The correlation of the negotiation scale axes .

Significance	Moral	Calculated value (t)	Axis Name
Moral	0.000	0.843	**Vision**
Moral	0.000	0.807	**Preparing for change**

Moral	0.000	0.774	**Flexibility and adaptability**
Moral	0.000	0.924	**Decision**
Moral	0.000	0.877	**Facilitate collaboration and teamwork**
Moral	0.000	0.845	**Focus on the customer**

2.4.2.7.2 Stability:

ITo complete the scientific foundations that must be characterized by Scale, Rose The researcher by finding its stability as one of the basic conditions that should be met in the scale and stability It means "the accuracy of the scale in observation and non-contradiction with itself and its consistency and consistency in providing us with information about the behavior of the individual"   (et al., 1987, p. 101) Murphy mentions (Murphy) ، The goal of stability is to estimate scale errors and work to reduce them If any,   (Murphy،R،K:، 1988، 63 صفحة)To verify that the scale of this study is characterized by stabilityGet up The researcher using the following methods:

1- **Alpha Cronbach method:**

This method is one of the most used methods In measuring the stability of scales , It depends on the consistency of the performance of individuals from Phrase To another , and to find (79 صفحة ،1989 ،عدس) Scale stability in this way It's done Applying the scale with its phrases to a sample Poll adult (13) Member It turns out moan The value of the stability coefficient has reached (0.959) Climate scale (0.912) of the Fouka Strategy Scale at a significance level (0,05).

2.Half **segmentation method:**

This method depends on the fragmentation of the scale into two parts or two equal sections by the number of phrases, the first part includes individual phrases and the second part even phrases, as the researcher did this procedure for the scale phrases based on the results of the survey sample of (13) members and using the Pearson correlation coefficient between the two parts and showing the stability coefficient, and the half appeared for the Fouka strategy (0.823), (0.826) For convergence of results, we only adopt the Spearman-Brown half-segmentation equation (0.981) for the Fouka strategy scale.

2.4.2.7.3 Objectivity:

This scale was characterized by the fact that its paragraphs were formulated in a manner of selection from the five multiple alternatives, as two answers are not accepted.

2.4.2.8 Final scale.

After the aforementioned procedures, the scale (FOCA Strategy) has been prepared and has become in its final form consisting of (32) phrases distributed over (6) axes.

2.4.3 Main experience:

After the aforementioned procedures, the researcher conducted the standardization of the scale of the Fouka strategy scale for (40) members. After completing the implementation of the research steps, the researcher collected the data for each scale

applied to the application sample and arranged them in tables, in preparation for conducting statistical treatments to complete the achievement of the research objectives.
 2.5 Statistical means:
   The researcher used the statistical bag (SPSS) and the following statistical methods were extracted in this study.
   1- Arithmetic mean.
   2- Brilliant deviationYari.
   3- Percentage .
   4- Simple correlation coefficient.
   5- Spearman's correlation coefficient.
   6- T test for independent samples.
   7- Torsion coefficient.
   8- Cronbach's alpha equation.
   9- Hypothetical mean.
   10- Equation of the Z degree.
3- Presentation, analysis and discussion of the results:
3.1 Presentation and analysis of the results of the FOCA Strategy Scale :
3.1.1 Presentation of the results of the raw, standard (Z) and adjusted standard score for the answers of the research sample for the FOCA strategy scale:
The researcher presents the results of the raw score of the research sample, the standard score (Z) and the adjusted standard score in order to find a determination of the standard levels of the Fouka strategy scale as shown in Table (4):

Table 4
The raw score of the research sample, the standard score (Z) and the adjusted standard score of the Fouka strategy scale

Adjusted standard grade (i) Draft decision of the Chair of	Standard Grade (g) Draft resolution	Raw grade	nun	Adjusted standard grade (i) Draft decision of the Chair of	Standard Grade (g) Draft resolution	Raw grade	nun
50.88	0.08829	126	21.	23.54	2.64586-	82	1
50.88	0.08829	126	22.	34.93	1.50663-	84	2
50.88	0.08829	126	23.	36.07	1.39271-	89	3
50.88	0.08829	126	24.	36.07	1.39271-	89	4
50.88	0.08829	126	25.	38.35	1.16486-	90	5
53.16	0.31614	132	26.	38.35	1.16486-	90	6

53.19	0.31627	133	27.	38.35	1.16486-	90	7
54.30	0.43006	135	28.	38.35	1.16486-	90	8
64.41	1.34144	149	29.	40.68	-0.93802	93	9
64.41	1.34144	149	30.	44.68	-0.95802	96	10
64.41	1.34144	149	31.	48.05	-0.59535	99	11
64.41	1.34144	149	32.	48.05	-0.59535	99	12
64.41	1.34144	149	33.	48.05	-0.59535	99	13
64.41	1.34144	149	34.	49.74	-0.02563	100	14
64.41	1.34144	149	35.	49.74	-0.02563	100	15
64.41	1.34144	149	36.	49.74	-0.02563	100	16
64.41	1.34144	149	37.	49.74	-0.02563	100	17
66.42	1.37144	155	38.	49.74	-0.02563	100	18
67.41	1.38144	156	39.	49.74	-0.02563	100	19
67.89	1.91106	157	40.	49.84	-0.02563	110	20

In order to identify the Fouka strategy, the researcher extracted five levels, by arranging their answers in an ascending manner after finding the degree of each form by Excel and the levels are (weak - acceptable - medium - good - very good) as shown in Table **(5)**

Table 5
Shows sample answer levels for FOCA strategy level

Order	Percentage	Duplicate	Values that fall within the level	Level	t
Second	25%	10	82-97	Weak	1
second repeated	25%	10	98-113	Acceptable	2
third	12.5%	5	114-129	medium	3
fourth	7.5%	3	130-145	Good	4
First	30%	12	146-160	Very good	5
	100%	40			Total

From the above table, it was found that the highest frequency obtained by the sample members is (12) and the lowest score is (3) and that the level (very good) came first according to the answers of the sample members of (40), which fall within the values between (146-160) with repetitions (12) and a percentage of (30%), meaning that most of the sample members are within the level (very good) and the level came Weak and acceptable in the second order and average in the third level Good in the fourth and last level.

Table 6

Arithmetic mean, standard deviation, hypothetical mean, and T-value of the level of differences of the Fouka strategy scale

Significance of the difference	Sig	T-value	Hypothetical arithmetic mean	Standard deviation	Sample mean	Number
Moral	0.000	25.790	96	7.778	130.23	40

Moral < (0.05) and degree of freedom (n-1) = 39.

By looking at Table (6), we notice the significance of the values, by comparing the arithmetic mean of (130.23) with the hypothetical mean of (96) and the appearance of the significance of the T value of (25.790) below the significance level of (0.05), and this indicates that the members of the Union have very good FOCA strategy skills.

3.2.1 Discussion of the variable of administrative negotiation of the Football Association:

By reviewing the two tables (5-6) shows the level of skills of the Fouka administrative strategy prevailing in colleges is at the acceptable level and very good when you see it at multiple levels, and the researcher attributes this to many factors that surround these results, including that the Union contains people who have the potential of the teaching staff are characterized by a high negotiation ability that enables them to work as negotiators and the Union and these results may be due to reasons, including their field experience or the age in which they are or the level The educational that they possess, which positively affects everything that rose for them, and therefore the results appeared vary, but they were expected because the union has a large number of individuals who have different and varying personalities in speech and negotiating skills.

4.Conclusions and recommendations

4.1 Conclusions:

1. The ability of the FOCA management strategy scale to diagnose teachers with administrative competence.

2. The problem is evident in the acute shortage of faculty who need to develop their abilities in accordance with the Fouka strategy.

3. The emergence of a lack of administrative experience among many faculty members of some colleges.

4. The possession of varying FOCA strategic capabilities among faculty members showed the extent to which the scale can identify levels of FOCA strategy skills.

4.2 Recommendations:

1. Work with a scale Fouka Strategy Administrative to detect the appropriate teachers in solving the crisis of changes.

2. Attention by Deans of colleges and heads of departments in developing the administrative skills of teaching staff.

3. Highlight Teachers Successful in their work and allocating rewards to them.

4. Work on developing the skills of the Fouka strategy among members who show weakness in the Fouka administrative strategy .

5. Conducting research through the use of scale for other games and federations.

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Appendix (1)
Scale in its final form

1-   Vision:

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					I have the potential to see the current situation comprehensively.	1-
					I have the ability to understand the current requirements that enable me to work on developing appropriate plans for them.	2-
					When I have a clear vision on certain things, I hasten to correct my course.	3-
					I understand the events that are happening and see them with the eye of wisdom and then discuss with others about decisions.	4-

					Change is inevitable, so I think working on changes seriously is necessary.	5-

2. Prepare for change

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					Work to keep pace with the development in technology.	6-
					We develop flexible plans in anticipation of any changes in the environment.	7-
					Changes are inevitable, so I put the right resources in place to keep pace with them.	8-
					We develop specific patterns in preparation for any new changes.	9-
					The changes are positive, so we welcome the change permanently and are working to pave the way for its dissemination in the college.	10-

3. Flexibility and adaptability

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					I have the ability to work in any environment.	
					Some points of view can change as a result of a discussion and a certain situation, so I correct my thoughts.	
					The plans I make are flexible in case of any emergency.	
					I am seriously interested in studying all modern management strategies or what falls under my eyes because they develop my skills.	
					I have previous experiences that make me adapt to new situations at work.	

4. Decision making

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					I have the necessary knowledge to make a strategic decision.	
					I am decisive in my decisions that I make.	
					Study the aspects of the topic thoroughly before making any decision.	
					The decisions he has taken are in the public interest.	

					The decisions we are working on are made after extensive discussion.	

5. Facilitate collaboration and teamwork

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					Collaborate with other teachers in the college directly.	
					Provide a space to talk to others flexibly in formal interviews and meetings.	
					We have group communication with the group I work with to facilitate communication quickly.	
					Work collectively with team members to study plans	
					Study the plans proposed by the department or group I work with in order to know the requirements I need to implement those plans.	

6- Focus on the customer

Strongly disagree	Disagree	Not sure	I agree	I strongly agree	Phrases	t
					The work is based on caring for students and meeting their needs.	
					We make appropriate plans to solve all expected problems.	
					I initiate new ideas in order to facilitate the obstacles that appear.	
					I work on putting forward my own ideas in monitoring the external environment	
					I tend to use logic in urgent situation solutions	
					I am interested in problem solving by listening to different opinions for the benefit of students	
					Analyze situations based on their descriptive (theoretical) indicators to solve them better.	