# The Forward-Looking Leadership Role For Sports Team Heads Of Sports Federations In The Teamwork Management Quality From The Perspective Of Sports Federations Members

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## Abstract

The study aimed to identify the role of the forward-looking leadership of the heads of the federations in team sports in the quality of teamwork management from the perspective of the members of the sports federations. The study sample consisted of (22) members of the sports federations. Collectiveness in the quality of teamwork management, and after conducting statistical treatments in proportion to the nature of the study, one of the most prominent results of the study was that the role of the forward-looking leadership of the heads of federations in team sports in the quality of teamwork management was at a medium degree, and there were no statistically significant differences due to the variable of gender and academic degree, while There were statistically significant differences attributed to the variable of experience, and one of the most prominent recommendations of the study was the necessity of holding training courses in the field of forward-looking leadership and the necessity of consolidating and empowering the concept of forward-looking leadership within strategic plans and emphasizing the introduction of the concept of foresight into the world of local sports in Jordan.

**Keywords:** forward-looking leadership, sports federations, the quality of teamwork management, foresight

## Introduction and importance of the study

The present is witnessing a period of scientific revolutions represented by specific challenges that require revolutions represented in several things, the most needy of which is the leadership role and what it contains of: safe work environments, plans and activities, accompanied by a shift in leadership roles, as he is directly responsible for managing work affairs technically and administratively and this responsibility It makes his work fraught with various pressures from many sides, and he tries, through his daily work, to strike a balance between the interest of the work he manages, and the interests of all individuals related to the work directly and indirectly.

In this context, the future tasks of the work leader are no longer limited to following up the work in the organization, maintaining order, writing correspondence and letters and implementing instructions, and that these jobs have transcended to responsibilities concerned with the type of work, its development and improvement and directing it towards achieving the desired goals, as his primary profession aims to improve Outputs using modern means in the quality of conscious technical and administrative programs and processes capable of making change, and his

role has extended today to be a leader who builds strategic plans in the light of a future scientific vision. The society, to be able to lead the institutions effectively and efficiently and to deal with the expected challenges, and the development movement adopted by the systems seeks to direct comprehensive attention to all aspects of the administrative process in light of the general and specific objectives, and the system in general is working hard to draw the basic features of the forward-looking jobs as the shift towards human engineering And the transition from traditional roles to more influential roles in leading the next to be complied with Seeing technological developments and the information revolution in a way that moves individuals from mere consumers to developers and producers, and these roles can only be changed by adopting "future engineering", which is concerned with studying the interaction between humans and other elements using information, theories and design methods to improve human life and general performance, and engineering specialists The future has an essential role in designing jobs, systems, and tasks to match the needs, skills, and limitations of individuals.

We live today in a fast-changing world in which events are accelerating. Institutions hardly enter into the transition of artificial intelligence until thinking has begun in the post-artificial intelligence stage. By understanding the possibilities that could occur and how to work to influence them in a way that will benefit our future. (Allan, H., 2000)

In light of the development witnessed by the business climate of increasing reliance on information technology and increasing the intensity of competition, reliance on financial information of a quantitative nature has become insufficient to take the right decisions in a timely manner. Before managers to achieve goals. The strategy of the organization and to emphasize its future success, and to review the modern thought of evaluating performance and seeking to bring about change came forward-looking leadership, which is one of the techniques that enable organizations to evaluate their work with a more holistic view (Armstrong, M., 2012).

Leadership is considered an important axis in the activities of the administrative institution and directing its operations, where leadership is defined as a purposeful social activity for the benefit of the group through cooperation between individuals and groups and sharpening their determination to achieve desired goals, performed by an individual during his interaction with members of the group, and this role is characterized by that whoever performs it has The power and ability to influence others and direct their behavior in order to achieve the goals of the group. Leadership approaches have varied according to the contemporary developments that the times are witnessing, especially in the field of foresight and future vision. Foresight is one of the tools that are widely used nowadays. It has been adopted by many institutions and companies, and it has become part of global strategies and work cultures. It is used by a wide range of professionals, departments, and consulting firms. Foresight is a tool for progress and a clearer understanding of the future, and can be used to anticipate potential trends.

Avril Horton (Coates, 2008) defined the process of foreseeing the future as consisting of three different stages: (inputs, foreseeing the future, and outputs). to wisdom. But this value is achieved only at the end of the process, yet it is achieved with a large time difference. The implementation of each stage is more difficult and time consuming. Each stage is more theoretical than the previous one.

Richard Slaughter (Fulwer, etc. 2000) defined strategic future forecasting as the ability to form diverse and high-quality future visions, and to apply the ideas extracted in a way that is beneficial to the organization, such as detecting negative conditions, guiding policies, forming strategies, and exploring new services.

Strategic foresight is a process that helps broaden the horizons of awareness in four ways:

Evaluate the effects of current measures, actions or decisions
Looking at the current implications of future events
Detecting and avoiding problems before they occur
Envision the desired future

We believe that the correct forward-looking leadership process for the future is summed up in the transition from strategic thinking to strategic foresight, which includes the process of benefiting from the available capabilities with a forward-looking view of the future to reach the ultimate goal, by overcoming the contradictions of the short term and the need to change practices and way of thinking to face transformations.

Institutions need information to ensure their continuity and development. The availability of relevant and timely information helps them act proactively. This is because having the information will enable them to assess their situation and enhance their prestige.

The implementation of the strategic future foresight system provides important information that helps decision makers to improve their global strategy and lead the development of their institutions, because the application of this system gives them an accurate vision of the current and future status of the work environment. By using the strategic future foresight system, the institution will be able to:

- Understand the work environment
- Anticipate changes
- Take action (investment of opportunities, reduce risks)
- Development and growth (strategy development, strengthening the company's competitive ability, improving work performance)

The mechanism for applying strategic future foresight for leaders with wisdom and experience lies in:

**First stage: setting goals** Includes setting goals according to the strategic needs of the organization. The specific goals avoid any potential ambiguities or surprises, and help them reach the desired results and benefit from them.

**Second Stage: identifying needs:** This stage focuses on defining the topics that should be followed up and the sources to be followed in order to reach outputs more relevant to the points that interest us.

**Third Stage: information management:** At this stage, information is managed by (collecting, analyzing, and disseminating information to benefit from it).

Although future studies scholars range from a wide variety of backgrounds, interests and viewpoints, the authors (Glenn. J. 2007) see that there are certain characteristics of the future perspective that most future studies scholars agree on, which also distinguishes the field of future studies from many other disciplines and fields of study. These features include:

- Seeing change as a continuous pattern that is accelerating.
- Distinguishing between the possible and the possible and the best future.

- Seeing the events as if they are interconnected and not separate and unconnected.
- Accepting the hypothesis that there are many future alternatives.

The authors distinguished between the future (possible, possible, and preferred) with the aim of increasing the likelihood of a preferred or desired future through a clear visualization of what you want to shape, and then committing to allocating energy, resources, time, and our entire lives to making that future, in addition to caring about a potential future that may not or may not happen. The likelihood of it happening - which if it does not actually happen - but it may have a significant impact on people's lives and therefore we should be aware of these possibilities.

- **Predicted future:** Anything good or bad, possible or not possible, may happen in the future
- **Possible future:** those events that are likely or likely to occur in the future (based on expanding the range of past trends and developments in the future in some way.
- **Preferred future:** It is those events that are desired or preferred to occur in the future.

Hines, 2002, provides three basic rules for dealing with sudden events:

01: The more information we have about a potential or sudden event, the less dangerous it becomes and the clearer the solutions needed to address it.

02: The ability to obtain and understand information is essential in this regard.

03: Unusual events require solutions that are also unusual, and new problems require the development of new methods.

**Among the methods of leading the future foresight:**

There are many methods and tools for forecasting the future, and the following methods are the most common, realistic and practical for independent forecasting:

1- **Scanning:** The purpose of the survey is to identify significant changes outside the organization or group conducting the survey. This involves systematically scanning newspapers, magazines, websites and the media to look for potential trends.

2- **Trend Analysis:** It is the study of trends to determine their nature, causes, speed of growth, and potential effects. It is important to study trends because they may have wide-ranging effects.

3- **Monitor Trends:** Important trends can be monitored and followed up, and then regularly reported to decision makers.

4- **Predicting Trends:** Predicting trends refers to tracking the change in health data over time, which can be expected to grow in the future based on people's recent expression rates if other variables are held constant.

5- **Scenarios:** Scenarios are the poison of the future development of a trend in the form of a story or a plot. Multiple hypothesis scenarios are usually developed to give decision makers more options to adapt to changing situations.

6- **The Poll:** The survey is intended to know people's opinions about the future, and data can be obtained through interviews and questionnaires. The method, which depends on the opinions of experts and specialists, is a very popular way to poll people and experts to predict the future accurately.

7- **Brainstorming**

Brainstorming refers to the process of generating new ideas by means of a small group assembled to think creatively and unconventionally about a particular topic.

8- **Modeling:** Modeling refers to the real use of mathematical equations to represent difficult-to-experience issues. This model can then be fed into a computer to simulate a system under different conditions.

9- **Games:** Games refer to simulating a real situation, in which people take on different roles, which helps to better understand a particular situation and test other options.

10- **Historical Analysis:** Historical analysis means using historical events to predict how current situations will develop, and a situation can be compared with previous similar situations.

The leader in general and the sports leader in particular, the process of foreseeing the future can be done through specific steps, agreed upon by many writers in the field of future foresight, where (Horton, 1999) identified in his book Thinking about the future six steps to foresee the future, which are:

- **Framing:** clearly defining problems and understanding their cost as well as the cost of solutions.
- **Surveying:** understanding everything that is going on in the ocean; Get relevant information and directions.
- **Forecasting:** studying a range of future possibilities, and engaging in a meaningful vision of the future

- **Visualization:** defining what the organization wants to look like in the future and deciding whether the organization is moving towards it or avoiding it.
- **Planning:** creating a path for the future.
- **Implementation:** translating visions into real action on an ongoing basis.

Although the steps of foreseeing the future seem complicated, in fact it is a step-by-step process according to sound logic, and it is easy to implement.

Foresight involves many future possibilities, as most organizations believe that the future will be a growing one. As a result, they let the future take care of itself instead of shaping it. This does not necessarily mean visualizing the future and obtaining the prediction literally. Rather, the leadership of the foresight seeks alternative possibilities, and it is necessary to have a strategy that has sufficient strength to keep pace with the inevitable changes. The point here is to do something about the future, and to make sure of the indicators that tell you the direction you are heading in the future, and in this process, it must take place. (Bowditch, J., 2005).

- Identification of motives and doubts by revealing the main drivers of change and evaluating transformations that may affect the normal course of business, as it is necessary to search for paths that oppose change and turning points and good decision-making process by reducing doubts.
- Choosing the appropriate foresight tools for the situation. In terms of adapting current methods and models to depict a wider range of possible future scenarios.
- Generate ideas and possibilities beyond the brainstorming process.
- closeness; Prioritizing ideas (as a function separate from generating them).
- Develop alternative future possibilities.

It is useful in the foresight stage to benefit from prominent people, and they are people who are distinguished from those around them with high mental abilities and skill, of course these people can be observed in every institution around the world. Building and maintaining a network of such persons who can be consulted through many diverse and disparate activities is part of the forward-looking activity. The timing behind the use of these characters depends on the needs required of the activity, it is better to target their entry into the process at the stage where there is the greatest challenge, or at other similar stages where

the generation of alternative ideas is key. And to be more specific, VIPs are particularly well suited to responding in the hypotheses stages, brainstorming creative ideas and alternatives during the forecasting and scenario-making process, and identifying and expanding options during the visioning process, simply because they are excellent at generating new and unexpected ideas (Ardnt, S., 1999).

One of the main principles underlying the use of eminent people is that the search for innovative thinking must take place outside the institution, and the perspective of these personalities would divert activity in many directions where the assumptions and preconceptions of the institution's work team can be questioned, allowing consideration of a wider range of ideas , so the task of building a network of eminent people must be continuous, attracting people with different viewpoints, skilled in challenging prevailing viewpoints and the ability to offer alternative explanations for situations presented to them.

Eminent persons are not experts in a narrow sense, but rather they often represent thinkers who shed light on the practical future of any activity, and their extensive knowledge can be supplemented by the expertise of specialists whenever possible. It is also useful to involve more than one person with these skills in the same activity, as this will constitute an incentive to participate due to the opportunity to meet and work with peers.

The importance of leadership has, in fact, increased significantly, especially in the aspect of business and commerce, as it has great importance in all aspects of life, which contributed to the emergence of a number of leadership theories that show the qualities of the leader, the basic skills that he is supposed to possess, and the principles and foundations that should be followed. These theories are situational leadership theory, transformational leadership theory, assertive leadership theory, and other theories.

All theories aim to strengthen the capabilities of the leader to possess efficiency and effectiveness, as we know that leadership has many definitions, all of which revolve around the ability to influence people to do something required. To realize how to deal with individuals and earn their loyalty to bring out the best that they have towards the work entrusted to them. (Atwater, L., 1998)

As it has been defined as a new framework that allows the integration of strategic indicators in addition to the financial indicators of past performance, it provides a number of future determinants. (Kim, 2005)

In the organizational framework, the forward-looking leadership is characterized by high dynamism and the ability to continue effectively despite the changes of events; Among the most important intellectual foundations that include the features that make organizations have a forward-looking dimension and help them to survive, develop and continuity, including the ability to manufacture the event through the organization and away from authoritarianism and tyranny at work, and targeting beyond profitability by liberating the organization from the constraints of short-term profitability, and preserving the essence With stimulating improvement, setting great and bold goals that distinguish the organization from others, adopting excellence in the culture of the organization and constantly looking at future steps.

In other words, the forward-looking leader is qualified by nature to lead change towards future aspirations because he has the superior ability to influence others and motivate them to share his future ambitions and goals, in addition to his flexibility in facing developments and his ability to exploit all available opportunities for development, which is reflected in the position of educational organizations positively, and accelerates their achievement of their goals. in record times in an effort to enhance its ability, present and future. (Barger, J., 2006)

The importance of the study is that it is considered, according to the limits of the researchers' knowledge, that it is the first study in the Jordanian environment, which examines the role of forward-looking leadership and its employment in the sports field in order to develop and improve work so that it achieves a balance between short, medium and long-term administrative goals from various performance measures and strengthens the understanding of forward-looking leadership as a concept. It is scientific based on well-studied foundations, and the concept is a link and a means of strategic communication that connects senior management with individuals working in sports institutions.

**Problem of the Study:**

The researchers see, through their experiences in the sports field (administrative and social) and

by noting many sports federations, that there is a weakness in the availability of sports leaders, which have a role in predicting and preparing for the future, and the researchers also noted the weakness of strategic planning at the short, medium or Just as there are no plans arranged according to priorities and are among the appropriate alternatives and within the available capabilities, and that the majority of administrative work practice is done in a traditional way that does not guarantee group cohesion on the one hand and provide an appropriate environment to achieve a level of quality work. The researchers also noted that there may be someone who practices forward-looking leadership, but he practices it spontaneously and without a reliable scientific basis.

### Study Objectives:

- Identifying the level of application of the forward-looking leadership of the heads of sports federations for team sports from the perspective of the members of the sports federations.
- Identifying the level of differences in the level of applying the forward-looking leadership of the heads of sports federations for team sports due to the variable of gender, qualification and experience.

### Study Methodology:

The researchers used the descriptive approach due to its suitability and the nature of the study.

This research will be based on the descriptive approach, by referring to secondary data sources, which are the relevant Arab and foreign books and references, articles, journals, research and previous studies that dealt with the subject of the study, and research and reading on various Internet sites.

### Study Sample:

The study sample consisted of (22) administrative members in sports federations for team games.

### Study Tool:

The researchers reviewed several previous studies that dealt with forward-looking leadership and its role in achieving achievements and identifying the tools used in that study in proportion to the nature of that study. In light of this, the researchers prepared a questionnaire to measure the effectiveness of forward-looking leadership among the heads of sports federations to ensure the quality of teamwork.

### Validity of the tool:

The researchers, depending on the content validity, presented the scale to (6) sports management experts, where the experts agreed on the clarity of the phrases, their relevance, the focus and the nature of the study.

### Tool stability:

The researchers distributed the study scale to (15) male and female students from the sports organization and management course, and after two weeks, the researchers distributed the study scale to the same sample where the correlation coefficient was 95% as shown in Table No. (2).

**Table (2): Reliability coefficient test for the study scale (n = 22)**

| Test | 1st application | 2nd application | Mean |
|------|-----------------|-----------------|------|
|      | 97%             | 96%             | 96.5 % |

### Study Terminology:

**Foreseeing the future:** Attempting to identify the shape of the future using quantitative methods that depend on present and past data, or qualitative methods that depend on experts' opinions and conclusions, or both, and that contribute to creating the future by exploiting opportunities and preparing for challenges.

**Leadership:** It is the ability to motivate and arouse the interest of a group of individuals, and release their energies towards achieving the desired goals with effectiveness and enthusiasm. In order to achieve a goal in itself.

**Foresight leadership:** A set of forward-looking qualities and skills that an educational leader must possess in order to be able to face future events and aspirations.

### Results & Discussion

In light of the study's objectives and questions, the researchers conducted a statistical treatment of the data obtained through the responses of the

study sample to the questionnaire, which aimed to study the effectiveness of the heads of sports federations for team games in the forward-looking leadership in managing teamwork from the perspective of the members of the federations. The following is a presentation and discussion of the results according to the sequence study questions.

**The first question:** What is the level of application of the forward-looking leadership management in the collective sports federations in Jordan?

To answer this question, the Mean and Standard Deviations (SD) (SD) of the study dimensions were calculated, and Table (3) shows between that:

**Table No. (3) The first dimension: preparing plans according to predicting the future from the perspective of the study sample (n = 22)**

| no. | Statement no. | statement | Mean | SD | Level |
|---|---|---|---|---|---|
| 1. | 1 | The president of the federation has a strategy that he is working on | 4.10 | 0.76 | High |
| 2. | 2 | The president of the federation has the possibility of implementation and measurement | 3.88 | 0.75 | High |
| 3. | 5 | The president of the federation has a vision in setting priorities | 3.78 | 0.95 | High |
| 4. | 3 | The president of the federation has the ability to make contingency plans | 3.72 | 0,85 | High |
| 5. | 7 | The Federation President has the ability to monitor strengths and points that need improvement | 3.56 | 1.07 | Mid. |
| 6. | 6 | The president of the federation has a positive view of the members as an active pillar | 3.55 | 1.02 | Mid. |
| 7. | 4 | The president of the union has the ability to follow up on the implementation of the work | 3.54 | 0.65 | Mid. |
| | | Total | 3.73 | 0.86 | High |

**The second dimension:** managing risks and challenges from the perspective of the study sample (n = 22), as shown in Table No. (4)

**Table No. (4) The second dimension: risk management and challenges from the perspective of the study sample (n = 22)**

| no. | Statement no. | statement | Mean | SD | Level |
|---|---|---|---|---|---|
| 1. | 6 | The president of the federation seeks to build the database of the federation | 3.80 | 0.80 | High |
| 2. | 5 | The president of the federation sets clear plans for managing and facing the expected problems | 3.79 | 1.07 | High |

| no. | Statement no. | statement | Mean | SD | Level |
|---|---|---|---|---|---|
| 3. | 4 | The president of the federation seeks to monitor current events | 3.71 | 1.05 | High |
| 4. | 2 | The president of the union works to divide the work objectively | 3.66 | 1.07 | Mid. |
| 5. | 7 | The president of the union predicts possible problems | 3.59 | 0.89 | Mid. |
| 6. | 3 | The President of the Federation forms a working group to manage risks | 3.58 | 1.12 | Mid. |
| 7. | 1 | The president of the union motivates the members to work | 3.57 | 1.16 | Mid. |
|  |  | Total | 3.67 | 1.02 | Mid. |

**The third dimension**: Competitive advantage and administrative excellence from the perspective of the study sample (n = 22) as shown in Table No. (5)

**Table No. (5) The third dimension: Competitive advantage and administrative excellence from the perspective of the study sample (n=22)**

| no. | Statement no. | statement | Mean | SD | Level |
|---|---|---|---|---|---|
| 1. | 7 | The President of the Federation is keen to provide the material requirements to facilitate the work | 3.57 | 0.99 | Mid |
| 2. | 5 | The president of the union is keen to solve problems as preventively as possible | 3.50 | 0.90 | Mid |
| 3. | 6 | The president of the union is keen to change and modify plans in proportion to reality | 3.50 | 0.90 | Mid |
| 4. | 3 | The president of the federation is keen to distribute the members, each within his specialization | 3.40 | 1.00 | Mid |
| 5. | 1 | The president of the union encourages creative ideas | 3.37 | 1.02 | Mid |
| 6. | 4 | The president of the federation is keen to keep up with everything that is modern in the field of the game | 3.25 | 1.06 | Mid |
| 7. | 2 | The president of the union is keen to deal with experiences outside the union | 3.45 | 0.74 | Mid |
|  |  | Total | 3.43 | 0.64 | Mid |

**The fourth dimension:** adaptation and flexibility from the perspective of the study sample (n = 22), as shown in Table (6)

**Table No. (6) Fourth Dimension: Adaptation and Flexibility from the Viewpoint of the Study Sample (n = 22)**

| no. | Statement no. | statement | Mean | SD | Level |
|---|---|---|---|---|---|
| 1. | **5** | The President of the Federation is keen to develop an alternative plan, taking into account possible changes | 3.76 | 0.94 | High |
| 2. | 4 | The president of the federation is keen to encourage members to learn about the best methods and means | 3.71 | 0.85 | High |
| 3. | 2 | The president of the federation is keen to open up to the world | 3.64 | 0.88 | Mid |
| 4. | 1 | The president of the union is keen to increase the experience of the members in adapting to work | 3.59 | 0.99 | Mid |
| 5. | 3 | The President of the Federation is keen to develop several alternative plans, taking into account possible changes | 3.58 | 0.88 | Mid |
| 6. | 7 | The president of the federation is keen to adapt to everything that would develop the federation | 3.54 | 0.82 | Mid |
| **7.** | 6 | The President of the Federation is keen to understand the special circumstances of the members of the Federation | 3.51 | 0.80 | Mid |
| | | Total | 3.61 | 0.88 | mid |

The order of the study dimensions came from the perspective of the study sample (n = 22), as shown in Table No. (7):

**Table No. (7) The arrangement of the study dimensions from the perspective of the study sample (n = 22)**

| no. | statement | Mean | SD | Level |
|---|---|---|---|---|
| 1. | Preparing plans according to the prediction of the future | 3.73 | 0.86 | High |
| 2. | Risk and crisis management | 3.67 | 1.02 | Mid |
| 3. | Competitive advantage and management excellence | 3.43 | 0.94 | Mid |
| 4. | adaptability and flexibility | 3.61 | 0.88 | Mid |
| | Total | 3.61 | 0.92 | Mid |

Table (3,4,5,6,7) shows that the level of application of the management of the forward-looking leadership in the collective sports federations in Jordan came to a medium degree, with a mean of 3.61 and a standard deviation of 0.92. 0.86, after competitive advantage and administrative excellence, ranked fourth and last, with a mean of 3.43 and a Standard Deviation (SD) of 0.94.

The researchers explain this, from the perspective of the study sample, that the heads of sports federations may practice forward-looking leadership in a spontaneous, innate and unthought-

out manner, and others may lack the establishment of the foundations and principles of forward-looking leadership, and others may delegate authority to others at lower administrative levels who are not familiar with The concept of forward-looking leadership, and it may be because of the volume of work, which falls on the shoulders of a small group of working administrators, and it may be that there is no time to think about this concept and apply it. Perhaps the researchers find that many of the heads of sports federations may not believe or believe that the forward-looking leadership has a major role in bringing about change in the sports institution.

As the researchers believe, the forward-looking leadership contributes to the clarity of the vision, with the aim of enhancing the decision-making process, achieving strategic goals, supporting future forward-looking visions and enhancing the concepts of excellence and leadership. Know-how, experience, practice and real knowledge in the field must be available, in order to support the concept and apply it appropriately.

This is consistent with (Church, A 2000, Sala, F 2003, Armstrong, M 2012, Liedtka, J., 1998), who affirm that the concept of forward-looking leadership is based on scientific foundations, and it is necessary to set priorities, starting points, and action steps. Studies also confirm the importance of forward-looking leadership in Predicting the future, setting alternative plans and choosing the best and most appropriate one, and the importance of forward-looking leadership in enhancing the decision-making process and achieving leadership in administrative work.

**Second: The results related to the second question:**

Are there statistically significant differences at the significance level $(0.05 \leq \propto)$ between the Mean value perceptions of the study sample members for the application of the management of forward-looking leadership in the collective sports federations in Jordan in the quality of teamwork management due to the variables (gender, years of experience, academic degree)?

Mean and Standard Deviations (SD) were calculated according to the gender variable (male / female) and the use of the t-test for the indications of differences in the degree of application of the management of forward-looking leadership in the collective sports federations according to the gender variable as shown in Table (8).

**Table (8): Mean, Standard Deviations (SD), and results of the (t) test for the significance of the differences in the degree of application of the forward-looking leadership management according to the gender variable (male / female) (n = 22)**

| Dimension | Gender | No. | Mean | SD | DF | T | Sig |
|---|---|---|---|---|---|---|---|
| 1st | Male | 22 | 3.72 | 0.68 | 1 | -0.694 | 0.48 |
| | Female | 14 | 3.81 | 0.60 | | | |
| 2nd | Male | 22 | 3.53 | 0.74 | 1 | -0.894 | 0.37 |
| | Female | 14 | 3.65 | 0.69 | | | |
| 3rd | Male | 22 | 3.45 | 0.63 | 1 | -0.325 | 0.74 |
| | Female | 14 | 3.40 | 0.85 | | | |
| 4th | Male | 22 | 3.63 | 0.70 | 1 | -0.445 | 0.65 |
| | Female | 14 | 3.69 | 0.68 | | | |
| Total | Male | 22 | 3.58 | 0.53 | 1 | -0.523 | 0.60 |

| Dimension | Gender | No. | Mean | SD | DF | T | Sig |
|-----------|--------|-----|------|------|-----|---|-----|
|           | Female | 14  | 3.64 | 0.58 |     |   |     |

The results of the (n) test according to Table (8) show that there are no statistically significant differences between the mean answers of the study sample members according to the degree of application of the effectiveness of the heads of sports federations for team games in forward-looking leadership.

From the perspective of the members of the federations, it is attributed to the gender variable, where all the value of (t) is not statistically significant. The researchers explain this and from the perspective of the study sample that both sexes agree that administrative work in the sports teamwork environment is no longer limited to carrying out the principles of management only, but rather by contributing In the development of the sports community in light of what the world is witnessing from the developments of the Fourth Industrial Revolution and what can result from it, which makes us work hard to keep pace with these developments and to be permanently prepared for them and for what might happen in the future, especially if the local sports institutions aspire to occupy the center stage in various fields. Domains and at all local, regional, continental and international levels.

As the two researchers agree with the viewpoint of the study sample and their agreement that it is impossible to keep pace with all the progress and development taking place in the world, its role is to provide a clear vision of what the sports world will look like in the future, and to know the way to face local and global challenges and pressures by developing effective plans and strategies while achieving flexible implementation. Likewise, sports leaders should think about future situations instead of being satisfied with facing local crises. Survival is not for the strongest nor for the most intelligent, but for the one most able to keep pace with the accelerating change. And this agrees with (Conway, J., 2001, Rooke, D 2005, Bowditch, J 2005, Montgomery, C 2008) which confirms the necessity of constant readiness to face the intensity of competition and everything that happens in the future, and it is necessary to anticipate the future through the availability of a forward-looking, aware, aware, wise leadership capable of reading and designing the future in a systematic way that serves as a roadmap and is compatible with the nature of work and is based on the principles of foresight with knowledge and study of the current situation And predicting the future within the available data.

As for the academic degree variable, the arithmetic means, and standard deviations, of the responses of the study sample members to the application of the forward-looking leadership management were calculated according to the degree variable as shown in Table (9).

**Table (9): Mean and Standard Deviations (SD) of the response of the study sample members to the application of forward-looking leadership management, according to the educational level (n = 22)**

| Dimension | degree | No. | Mean | SD |
|-----------|--------|-----|------|------|
| First     | Highschool or less | 6 | 3.82 | 0.54 |
|           | Diploma | 9 | 3.81 | 0.74 |
|           | Bachelor degree | 12 | 3.87 | 0.64 |
|           | Master | 5 | 3.70 | 0.63 |
|           | PhD | 4 | 3.74 | 0.82 |
|           | Highschool or less | 6 | 3.82 | 0.66 |
|           | Diploma | 9 | 3.49 | 0.90 |

| Dimension | degree | No. | Mean | SD |
|---|---|---|---|---|
| Second | Bachelor degree | 12 | 3.79 | 0.54 |
| | Master | 5 | 3.43 | 0.75 |
| | PhD | 4 | 3.83 | 0.23 |
| Third | Highschool or less | 6 | 3,65 | 0.49 |
| | Diploma | 9 | 3.28 | 0.93 |
| | Bachelor degree | 12 | 3.53 | 0.67 |
| | Master | 5 | 3.36 | 0.70 |
| | PhD | 4 | 3.53 | 1.02 |
| Forth | Highschool or less | 6 | 3.83 | 0.57 |
| | Diploma | 9 | 3.68 | 0.71 |
| | Bachelor degree | 12 | 3.69 | 0.71 |
| | Master | 5 | 3.50 | 0.68 |
| | PhD | 4 | 4.08 | 0.76 |
| Total | Highschool or less | 6 | 3.78 | 0.40 |
| | Diploma | 9 | 3.56 | 0.73 |
| | Bachelor degree | 12 | 3.72 | 0.43 |
| | Master | 5 | 3.50 | 0.54 |
| | PhD | 4 | 3.80 | 0.63 |

It is noticed from Table (9) that there are apparent differences between means in the degree of application of the forward-looking leadership management resulting from the different levels of the degree variable.

To verify the significance of the apparent differences, a one-way ANOVA analysis of variance was conducted for the degree of application of the forward-looking leadership management according to the degree variable as shown in Table (10).

**Table (10): Results of the one-way ANOVA analysis of variance of the response of the study sample members to the application of the management of forward-looking leadership according to the degree variable (n = 22)**

| Dimension | Source | Total square | DF | Mean square | F value | Sig. |
|---|---|---|---|---|---|---|
| 1st | Between group | 0.497 | 4 | 0.124 | 0.285 | 0.88 |
| | Within group | 43.940 | 31 | 0.435 | | |

| Dimension | Source | Total square | DF | Mean square | F value | Sig. |
|---|---|---|---|---|---|---|
| | Total | 44.437 | 35 | | | |
| 2nd | Between group | 3.323 | 4 | 0.831 | 1.623 | 0.17 |
| | Within group | 51.695 | 31 | 0.512 | | |
| | Total | 55.018 | 35 | | | |
| 3rd | Between group | 1.634 | 4 | 0.408 | 0.738 | 0.65 |
| | Within group | 55.898 | 31 | 0.553 | | |
| | Total | 57.532 | 35 | | | |
| 4th | Between group | 3.405 | 4 | 0.851 | 1.811 | 0.13 |
| | Within group | 47.472 | 31 | 0.470 | | |
| | Total | 50.877 | 35 | | | |
| Total | Between group | 1.619 | 4 | 0.405 | 1.319 | 0.26 |
| | Within group | 31.008 | 31 | 0.307 | | |
| | Total | 32.627 | 35 | | | |

The results of the unilateral analysis of variance test (F) according to Table (10) show that there are no statistically significant differences in the degree of effectiveness of the heads of sports federations for team games in the forward-looking leadership from the perspective of the members of the federations due to the variable of the degree, as all values of (F) were not statistically significant. The researchers explain this and from the perspective of the study sample that the results of the study were logical, given that the members of the study sample are members of sports federations and with different academic ranks, they agree that the degree of application of forward-looking leadership was at an medium level, and this may be because of their knowledge of the concept of forward-looking leadership and how it should be part of planning The strategy of sports federations may be due to their vision that this concept is applied in its first outline and without a logical order and sequence of work, given that the leadership of future foresight is based on inputs and foreseeing the future and outputs, as it begins with information, then knowledge, and then understanding, leading to wisdom. this agrees with (Day, D 2004, McCauley, C., 2006, Dweck, C., 2017, Whittington, R., 2004) Which confirms that the application of forward-looking leadership needs to be part of strategic planning and be based on understanding, knowledge and wisdom.

As for the academic experience variable, the means values and standard deviations of the responses of the study sample members were calculated for the extent of the effectiveness of the heads of sports federations for team games in forward-looking leadership due to the academic experience variable as shown in Table (11).

**Table (11): Mean and Standard Deviations (SD) of the effectiveness of the heads of sports federations for team games in forward-looking leadership according to the academic experience variable (n = 22)**

| Dimensions | Experience | No. | Mean | SD |
|---|---|---|---|---|
| 1st | Less than 5 years | 10 | 3.87 | 0.68 |
| | 5-10 years | 12 | 3.73 | 0.65 |
| | More than 10 years | 14 | 3.72 | 0.62 |
| 2nd | Less than 5 years | 10 | 3.51 | 0.82 |
| | 5-10 years | 12 | 3.61 | 0.70 |
| | More than 10 years | 14 | 3.60 | 0.70 |
| 3rd | Less than 5 years | 10 | 3.57 | 0.80 |
| | 5-10 years | 12 | 3.37 | 0.69 |
| | More than 10 years | 14 | 3.43 | 0.79 |
| 4th | Less than 5 years | 10 | 3.72 | 0.80 |
| | 5-10 years | 12 | 3.60 | 0.64 |
| | More than 10 years | 14 | 3.73 | 0.71 |
| Total | Less than 5 years | 10 | 3.67 | 0.66 |
| | 5-10 years | 12 | 3.58 | 0.50 |
| | More than 10 years | 14 | 3.62 | 0.57 |

It is noticed from Table (12) that there are apparent differences between the mean values on the degree of perception of the study sample members to apply the management of the forward-looking leadership in the collective sports federations in Jordan due to the variable of experience. To verify the significance of the apparent differences, a one-way analysis of variance was conducted, according to the variable of experience, as shown in Table (12).

**Table (12): Results of the one-way analysis of variance according to the variable of experience (n = 22)**

| Dimensions | | Total Square | Df. | Mean square | F | Sig. |
|---|---|---|---|---|---|---|
| 1st | Between groups | 0.377 | 2 | 0.188 | | |
| | Within groups | 44.060 | 33 | 0.428 | 0.440 | 0.64 |
| | Total | 44.437 | 35 | | | |
| | Between groups | 0.149 | 2 | 0.074 | | |

| | Dimensions | Total Square | Df. | Mean square | F | Sig. |
|---|---|---|---|---|---|---|
| 2nd | Within groups | 54.869 | 33 | 0.533 | 0.139 | 0.87 |
| | Total | 55.018 | 35 | | | |
| 3rd | Between groups | 0.670 | 2 | 0.335 | 0.607 | 0.54 |
| | Within groups | 56.862 | 33 | 0.552 | | |
| | Total | 57.532 | 35 | | | |
| 4th | Between groups | 0.406 | 2 | 0.203 | 0.414 | 0.66 |
| | Within groups | 50.472 | 33 | 0.490 | | |
| | Total | 50.877 | 35 | | | |
| Total | Between groups | 0.142 | 2 | 0.071 | 0.225 | 0.79 |
| | Within groups | 32.484 | 33 | 0.315 | | |
| | Total | 32.627 | 35 | | | |

The results of the unilateral analysis of variance test (P) according to Table (12) show that there are no statistically significant differences in the degree of application of the prospective leadership management due to the variable of academic experience, as all values of (P) were not statistically significant. The researchers explain that and from the viewpoint of the study sample that The greater the experience of individuals in the practice of administrative work, the more they have the ability to extrapolate the extent or level of the application of foresight leadership in sports federations, depending on that forward-looking leadership is summed up in the transition from strategic thinking to future foresight by overcoming contradictions and the need to change practices and way of thinking to face transformations.

Where the two researchers agree with what came from the viewpoint of the study sample that the expert forward-looking leadership is the one that provides important information that helps decision-makers to improve the work strategy and the development of institutions, considering that this system provides a real vision of the current and future situation, where through the forward-looking leadership it is possible to understand the work environment and expect Changes. Appropriate actions can be taken (investment of opportunities and minimization of risks) in order to reach development, growth, improvement and strengthening the ability to compete with others through improving the level of work performance.

This is consistent with (Eigelik, 2005, Leonard, S., 2003, Knell, L., 2017, Schafer, J., 2009), which confirms that the mechanisms of applying forward-looking leadership lie in defining goals, identifying needs, and performing the available information to the maximum, as he sees that the majority of heads and managers of departments and institutions think about events Suddenly, filtering their thinking and liberating them from the constraints of rigid ideas about the future, as most institutions do not consider the possibility that their market will meet a sudden end when initiating planning, as the most successful inventions throughout history were linked to thinking about sudden events, as the transition from television to Netflix, moving from the car to the UPER and moving from the book to Amazon were sudden events.

**Conclusion:**

The study found that the level of application of the concept of forward-looking leadership from the perspective of the study sample in the sports federations for team games in Jordan was at a medium degree. The order of the dimensions of the study came from the beginning of preparing plans according to future predictions, managing risks and crises, passing through

competitive advantage and administrative excellence, leading to adaptation and flexibility.

The study recommended the necessity of holding training courses in the field of foresight leadership, and the study also recommended the necessity of consolidating the concept of foresight within strategic plans and paying attention to

improving the confidence of administrative workers in sports federations in the concept of foresight as a cornerstone in anticipating the future and preparing for it, leading to innovation and the need to spread intellectual awareness of the importance of future foresight and its relationship to engineering the future.

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