

Strategic Foresight and its Impact on Strategic Agility

An analytical study of the opinions of a sample of university leaders in private universities in the Middle Euphrates region

Liqaa Hussein Flaih⁽¹⁾, Ihsan Dahesh Chalab⁽²⁾

¹ University of Al-Qadisiyah / College of Administration and Economics / Business Administration
Department(admin.mang21.22@qu.edu.iq)

² University of Al-Qadisiyah / College of Administration and Economics / Business Administration
Department(Ihsan.chalab@qu.edu.iq)

Abstract

The current study aims to identify the impact of strategic foresight through its dimensions (environmental scanning capabilities, strategic selection capabilities, integration capabilities) on strategic agility and its dimensions (strategic sensitivity, strategic response, strategic learning), as the study problem represented a number of questions with the aim of identifying intellectual frameworks of its variables, and then diagnosing the level of interest in them in the field, as well as identifying the appropriate procedures by the organization, and two main hypotheses were developed and several hypotheses were branched from them to measure the level of correlation and influence. Adoption of the questionnaire as a main tool in collecting data related to the field aspect of the research, and the sample size was (149). Several statistical methods were used in the research, such as standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs (SPSS.var.27, (AMOS.var.26) and a set of conclusions were reached, the most important of which is that strategic foresight has a correlation and a significant effect in Strategic agility, and concluded the research with a set of recommendations and suggestions.

Keyword: strategic foresight, strategic agility.

Introduction

In today's rapidly changing and vastly globalized business environment, no organization is immune from competition anymore. Almost all organizations operate in dynamic and uncertain competitive environments. There are many sources of changes, which stem from factors such as intense global competition, diversification Demand, and new technologies, while strategic agility works to create a certain kind of facilitation in the conduct of the internal operations of the organization and improve the position and reputation of the

organization among other organizations, and many basic proposals began to appear in strategic thought. The nature of the strategic foresight stage, which is one of those important strategic issues of In order to help the organization's management achieve the organization's goals, the organizations that will survive in this environment also have to be in constant search for new business opportunities and realize where the next big thing might come from, and staying ahead of the competition also means being able On making quick detours if that is what it takes to reach the organization's grand goal, a strategically agile company is well-equipped to meet this challenge. And for that, the research was divided into four sections, the first of which included the methodology of the study, while the second included the theoretical framework for the research, and the third included the practical side, while the fourth represented the conclusions and recommendations reached by the research.

Research Methodology

First: The problem of the study

Contemporary business organizations face many challenges due to the speed of change and instability in the external environment, which requires the adoption of modern approaches and methods that enable them to keep pace with those changes. Strategic planning as a systematic approach that anticipates the future prospects of organizations, and prepares to confront it, but it is no longer sufficient to the point where we stand. Rather, it requires developing the capabilities of strategic foresight and developing the skill of preparing future maps and scenarios for decision makers through a serious endeavor to explore opportunities and environmental threats and invest appropriate opportunities. In light of the foregoing, the current study attempts to bridge the knowledge and applied gap to understand and explain the relationship between the variables by formulating a main question (Can the relationship between strategic foresight and agility be explained) and the following sub-questions emerge from this question:-

١-Is there a clear vision of the nature and nature of strategic foresight and its dimensions in the studied colleges and universities?

٢-Does the surveyed sample realize the importance of strategic agility and its dimensions?

Ƴ-What is the nature of the relationship between strategic foresight and strategic agility?

Second: The importance of the study

The practical importance of the current study can be identified and described in a number of important points, the most prominent of which are the following :-

١-The current study gained its importance from the importance of the researched community (university administrations in private colleges and universities) and the role of this category in graduating competent staff who take upon themselves the development of reality in most of the organizations operating in the Iraqi central Euphrates governorates.

٢-The current study attempts to activate the role of strategic foresight in the private education sector.

٣-The study contributes to pointing out the obstacles that prevent the achievement of strategic agility in the private universities in the Middle Euphrates region (the study sample).

٤-It attempts to determine the nature and type of the relationship between strategic foresight and strategic agility, which in turn enables future studies to measure the nature and type of this relationship on other samples through which it is possible to identify a set of strategic solutions that in turn represent a treatment for the problems of each sample.

Third:- The objectives of the study

١-Recognizing the reality of strategic foresight and strategic agility among the studied sample.

٢-Determining the ability of the studied private universities in terms of anticipating the future and investing it in achieving strategic agility.

٣-To reveal the aspects through which strategic foresight can achieve strategic agility.

٤-Determine the nature and type of the relationship and influence between strategic foresight and strategic agility.

Fourth:- The hypothetical scheme of the study

The purpose of this paragraph is to develop a detailed plan on which the study is going in order to achieve the goals that they aspire to see Figure (١). Accordingly, the research variables can be identified as follows- :

١-The independent variable: - It is represented by strategic foresight, which includes three dimensions represented by (abilities of

environmental survey, capabilities of strategic choice and capabilities of integration), and a scale was adopted (Paliokaitė & Pačėsa, 2013).

2-The dependent variable: - It is the strategic agility, and it includes three dimensions (strategic sensitivity, strategic response and strategic learning), and a scale (Omar, 2019) was adopted.

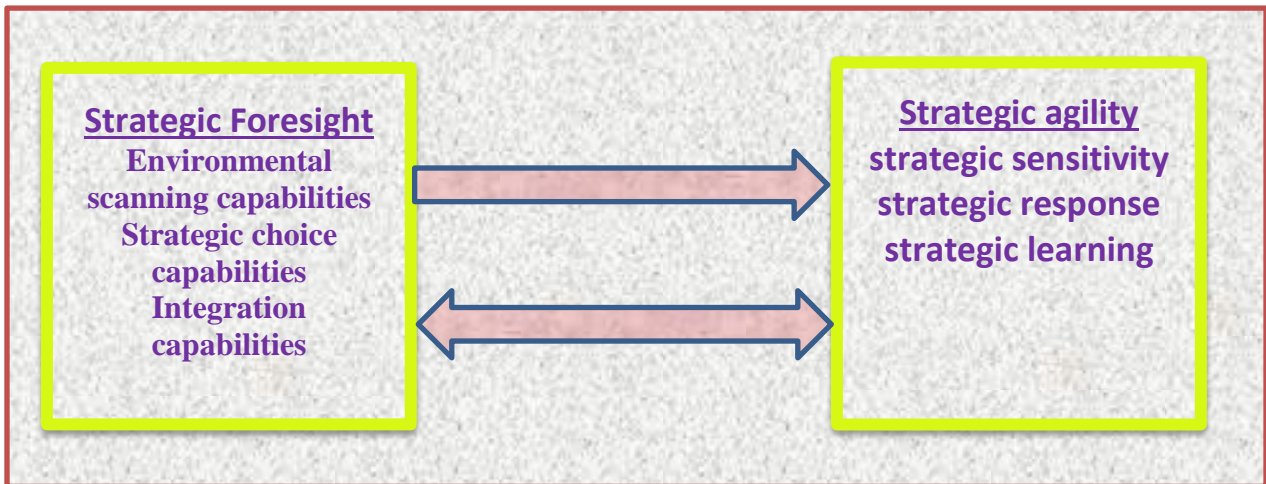


Figure (1) The hypothesis of the research

Fifth: The hypotheses of the study

❖ Correlation Hypothesis

The first main hypothesis: - There is a statistically significant correlation between strategic foresight and strategic agility, and several sub-hypotheses are branched from this hypothesis:

- There is a statistically significant correlation between the capabilities of environmental scanning and strategic agility with its dimensions.
- There is a statistically significant correlation between the capabilities of strategic choice and strategic agility with its dimensions.
- There is a statistically significant correlation between the capabilities of integration and strategic agility with its dimensions.

❖ Impact hypotheses

The second main hypothesis

• There is a statistically significant impact relationship between strategic foresight and strategic agility, and several sub-hypotheses are branched from this hypothesis:

- There is a statistically significant impact relationship between the capabilities of environmental scanning and strategic agility with its dimensions.
- There is a statistically significant impact relationship between the capabilities of strategic choice and strategic agility with its dimensions.
- There is a statistically significant impact relationship between the capabilities of integration and strategic agility with its dimensions.

Sixth: The scope of the study

١-spatial boundaries

They represent the spatial boundaries of study in private universities and colleges in the central Euphrates governorates (Karbala, Muthanna, Diwaniyah, Najaf, and Babylon).

٢-Human frontiers

Represents the human limits of the current study in all university administrations (dean, associate dean, head of department) in universities and private colleges in the provinces of the middle Euphrates.

٣-Time limits

The theoretical and exploratory study extended for the period from October (٢٠٢١) to April (٢٠٢٢). This period is considered the basis for collecting data and information related to the theoretical and practical aspects, as well as the period of distributing questionnaires to the study sample.

Seventh: Study tools

To achieve the objectives of the study and test its hypotheses, a questionnaire was used, and Table (١) explains the structure of the questionnaire, as well as clarifying the sources that were adopted in its design.

Measure	Number	Dimensions	Variables	Axles
Paliokaitè & Pačesa, ٢٠١٣	٤	Environmental scanning capabilities	Strategic Foresight	first axis
	٨	Strategic choice capabilities		
	٦	Integration capabilities		
Omar, ٢٠١٩	٥	strategic sensitivity	Strategic agility	second axis
	٧	strategic response		
	٧	strategic learning		

Eighth: Methods of data analysis

The researchers relied on the quinquennial Likert gradient in order to distribute the strengths on the questionnaire tool, and therefore in order to analyze the field side of the study, a number of statistical methods were used in dealing with the forms collected from the respondents and using the Statistical Package for Social Sciences (SPSS.v.20)

1-Arithmetic mean: - It is used for the purpose of knowing the average answers of the sample members.

2-Standard deviation: - It is used for the purpose of knowing the dispersion of the answers of the individuals of the researched sample from its arithmetic mean.

3-Relative importance: It is to determine the importance of each paragraph of the scale compared to the other paragraphs.

4-Ordinal significance, poxplot technique. To test the validity of the study scale construction

5-The simple Pearson correlation coefficient: - It is used for the purpose of determining the correlation between the study variables.

6- Structural modeling equation through (Amos) program to test direct hypotheses and interactive effect.

Theoretical framework

First: The concept of strategic foresight

Strategic foresight is required when there is a high degree of uncertainty surrounding changes in the relevant future context, and this applies to important decisions as much as it applies to more specific decisions in certain sectors or areas (Battistella, 2014:1). He stated (Costanzo, 2004:219) that strategic foresight is a learning process that takes place within the framework of a broad vision, and proceeds to identify the future by owning a mechanism to investigate it in order to make a rational decision in the organization. And (Rohrbeck et al., 2007:4) defined it as working to identify, evaluate and use weak signals from their sources (political, social, cultural and competitive environments, science and technology) to identify threats and opportunities at an early stage, and thus enable the organization to identify the ways, methods, actors, processes and system necessary to enhance its competitive position.

It is referred to (Ringland, 2010:1493) as a systematic approach to looking beyond current expectations and considering a variety of

plausible future developments in order to determine the implications for current policies, by revealing implicit assumptions, and challenging perspectives. prevalent, engaging in sudden and important turmoil that may be overlooked. It is a systematic participatory process that aims to create medium and long-term visions and identify opportunities and risks in the social, cultural, political, environmental, economic, technological and competitive fields, which aims to support decision-makers in initiating innovative processes, identifying new business models, formulating and communicating with future scenarios (Wyrwicka&Erdeli, ۲۰۱۸ :۳۴۱). It is also a practice rooted in future studies that is designed to help better understand, prepare for, and influence the future, and thus helps reveal points at which today's decisions and actions can be leveraged to move toward a desirable future (Streit et al., ۲۰۲۱: ۲). Through the foregoing, the researchers define strategic foresight as the organization's ability to know, understand, and include the current environmental events and variables in the organization's strategic plans and decisions, thus enabling the organization to explore and invest in environmental opportunities faster than competitors.

Second: The importance of strategic foresight

The importance of strategic foresight is as follows (Sarpong & Maclean, ۲۰۱۴: ۱۷)

۱-It acts as a future oriented person and is primarily a managerial function.

۲-The current interest in strategic foresight is the result of two main factors: the first is that organizations face larger gaps and an uncertain future more than ever before as a result of the changing competitive nature and customer requirements. Second, the literature related to foresight has produced empirical evidence indicating that strategic foresight can lead to Flexible organizational outcomes such as adaptive learning, improved decision-making, organizational agility and innovation.

The main role of strategic foresight lies in motivating and supporting the formulation of strategies and policies that create insight into the future, better understanding of the forces and dependencies that shape the distant future, and influencing groups interested in implementing

emerging visions that begin to shape policy on their own (Wyrwicka & Erdeli, 2018:341).

And (Bezold, 2010: 1014) pointed out that strategic foresight inspires the organization to learn more effectively and be more creative in developing strategies and initiatives, and helps in pursuing the organizational vision with more effective results and thus making it more successful, and to achieve this effect, strategic foresight requires that you consider Organizations to the future more than is usually done in strategic planning (0 to 10 years), and strategic foresight must also take into account the vision of the organization in the context of its environment, as well as a set of expected possibilities and possibilities with a successful vision.

And (Peter, 2021:4 Baumgartner&) believes that the importance of strategic foresight is as follows:-

1-Its use of data that indicates a possible future outcome to enable the understanding of information and work on its basis faster and more creatively than competitors by analyzing interruptions and environmental changes on an ongoing basis.

2-Organizations try to create effective responses through foresight activities that aim to identify responses in the present while directing the unforeseen future, so understanding the context of the organization's environment is critical in determining current and future tasks.

Third: Dimensions of strategic foresight

1-Environmental scanning capabilities

Environmental scanning reflects the scope of the survey being conducted and the number of competitive areas to be covered, a limited survey covers only the immediate environment and value network of the organization, and an in-depth survey goes beyond the theoretical limits of the organization to explore changes taking place in industries and other groups whose actions may not be relevant A direct relationship to organized competitiveness at the present time (Barron et al., 2010: 603).

The density and quality of the information or data that can be identified through the survey, also depends on the size of the formal and informal network links developed by the organization, these networks of relationships may be in the form of strategic alliances or membership of a business group or online communities, and therefore the active

interaction with these Networking can alert an organization to sense early warning signals, latent market opportunities, and new information regarding emerging technologies and new business models (Othman et al., 2011:2). An environmental survey may include the use of network links to source information that covers an extension of time from the near to long term, facilitating the identification of market and technological opportunities (Elci, 2009:18).

From the foregoing, the researchers define environmental scanning capabilities as capabilities possessed by the organization that enable it to know and investigate the signals sent by its internal and external environment (public and private). customer needs.

2-Capabilities of strategic choice

Strategic choice capabilities as a sub-element of strategic foresight refer to those organizational capabilities that enable an organization to systematically interpret the business environment and mobilize its limited resources to pursue an ideal future (Miethke, 2021:2). Environmental scanning can produce a lot of new data, but the hard part is identifying valuable knowledge in order to know the implications of the procedure and determine the preferred scenario for the future. When new opportunities are first identified, organizations need to collect and filter technological, market and competitive information to see their implications. (Danneels, 2008:4).

The ability to strategically choose is related to a process of systematic vision and specific modalities that help communicate long-term aspirations and create agreement about the organization's vision at all organizational levels. Strategic planning is a supportive basis in ensuring that people, skills and processes support the vision, and here attention must be paid to a large number of organizational procedures that are published to ensure good planning, and thus the quality of planning helps in moving from vision to realistic representation (Rhisiart et al., 2010:126).

In conclusion, the capabilities of strategic choice can be described as the ability of decision makers in the organization to select data and information that can serve as a basis for future knowledge and in a way that enables the identification of appropriate scenarios that contribute to the embodiment of the organization's vision and strategic plans.

3-Capabilities of integration

Once the external knowledge is identified and selected, the integrative capabilities play an important role in the dissemination, replication and preservation of this knowledge within the organization, and therefore the integrative capabilities are important enabling factors for visible success, and the integrative capabilities are linked with the organizational culture and the human element, which can work to some extent as an alternative to foresight processes Official (Wyrwicka&Erdeli, 2018:341).

Senior management's lack of future visions, lack of desire/motivation to think about the future, lack of incentive to think about the future, rewards, job system ignorant of vision, and limited interest from internal stakeholders may expose the organization to losing its integrative capacity, and thus if the organization can encourage its employees On being open to external information and disseminating it effectively throughout the organization, it can then be expected that this measure will strongly support its ability to maintain a competitive advantage in times of intermittent change (Paliokaite, 2013:46). From the above, it can be said that the capabilities of integration indicate the organization's ability to integrate its knowledge base and coordination, as well as the possession of the leadership skills and qualifications required for a constructive integration of organizational resources.

Fourth: The concept of strategic agility

Strategic agility includes a set of actions taken by an organization operating in an environment characterized by rapid and unexpected change. Strategic agility as continuous and regular variations in the products, processes, services and structures of the organization, the intensity and diversity of these changes are high, and therefore agile organizations are those that show high agility (Weber & Tarba, 2014:6).

Strategic agility is a necessary competence in rapidly changing markets, and organizations can build strategic agility through anticipation, reaction or imagination (Cunha et al., 2020:1). Strategic agility is a relatively new management concept that has emerged as a developed management model in the specialized literature over the past few years. Proactive, fast and effective, turning threats into opportunities (Elali, 2021:3). And defined (Junni et al., 2010:0) as the ability of the organization to adapt constantly to changing and uncertain environments, where the competitive advantage is often temporary and

requires frequent strategic moves. Dynamic, strategic agility can be understood as an essential ability of an organization in dynamic environments. (Diego & Almodóvar, 2021: 2) sees it as the ability of the organization to continue to realize, explore, and respond to environmental requirements for the purposes of investing the market position and achieving competitive advantage, and thus represents a systematic trend towards change when change is required.

Through the foregoing, strategic agility can be defined as the organization's ability to discover and track environmental opportunities and threats and make appropriate changes in order to invest these opportunities and avoid threats and turn them into possible opportunities by taking advantage of the organization's strengths in acquiring, creating, storing and applying strategic knowledge.

Fifth: The importance of strategic agility

Organizations these days need a great ability to keep pace with environmental changes, as well as speed in making the right decisions in light of a high degree of uncertainty about the conditions of the external environment surrounding the organizations, as well as the constantly turbulent and strategic environment. These university methods are the method of strategic agility, which is one of the important means in managing this change (Muhammad et al., 2020: 80).

Strategic agility provides the organization with the opportunity to be flexible, adapt and respond quickly to rotations and implement actions in order to control market uncertainty and risks. According to external changes (Arbussa et al., 2017: 271). By rearranging the organizational system and its strategy according to environmental changes in a responsive manner, external changes can be turned into opportunity for the organization (Clauss et al., 2019: 6).

Sixth: Dimensions of strategic agility

1-Strategic sensitivity

Strategic sensitivity as the first dimension of strategic agility emphasizes the ability of organizations to create their own opportunities by working with customers (Omar, 2019: 5). Strategic sensitivity represents the ability to track opportunities and threats in the external environment, and is a measure of the entrepreneurial organization's ability to detect threats and identify opportunities (Kale et al.,

2019:278). Strategic sensitivity can be viewed as a contemporary version of the concept of entrepreneurial vigilance introduced by Kirzner, 1993), and entrepreneurial vigilance consists of strategic foresight that emphasizes external orientation by developing forecasts of threats and opportunities in the market and a systematic vision that reflects the possibility of investing opportunities based on dynamic capabilities, as it is It is a systematic vision that enhances an organization's ability to respond quickly to customer needs in an innovative way (Brueller et al., 2014:42).

Through the foregoing, strategic sensitivity can be defined as the openness and reporting of a large capacity of information by maintaining relationships with a variety of individuals and organizations. Strategy and access to the achievement of the organization's goals as quickly as possible and at the lowest possible costs, which are open strategic processes and an emphasis on strategic vigilance and high-quality internal dialogue.

2-Strategic response

Strategic response is a key factor in ensuring the existence and success of a business, especially in an unstable environment (Omar, 2019:5). (Arbussa et al., 2017: 271) described the response component of strategic agility as the physical ability of the organization to deal with presented threats and opportunities quickly and accurately. While (Arokodare et al., 2019:4) defined strategic response as the organization's ability to redistribute resources and activities to respond to external challenges. The strategic response is captured by the organization's dynamic capabilities which have been presented by many academics in various ways (Brueller et al., 2014:42).

Through the foregoing, the strategic response can be defined as a management approach through which the organization aims to achieve its strategic goals by responding to the changes occurring in the internal and external environment and confronting them through the capabilities and resources that the organization enjoys, which is very important because of the dynamism and complexity accompanying it.

3-Strategic Learning

Strategic learning is defined as the processes within an organization to create, disseminate, interpret and implement strategic knowledge (Khoshnood, 2017:221). (Kuwada, 1998) introduced four main processes of strategic learning that summarize the organization's ability to acquire, interpret, transform and retain information in organizational

memory (Omar, 2019:5). Strategic learning is the process by which organizations learn the skills and competencies needed to achieve their intended business objectives and make appropriate adjustments in their operating model or develop new strategies for themselves (Gupta & Bose, 2019:10).

Through the foregoing, strategic learning can be defined as a process that you have developed to create and implement breakthrough strategies on an ongoing basis to create an adaptable organization, and strategic learning focuses on teaching organization strategies (i.e. beyond knowledge and mindsets) that they can benefit from to enhance their ability to learn. The goal of strategic learning is to help employees become lifelong, self-directed learners.

The practical aspect of research

First: coding and characterizing the study variables

For the purpose of facilitating the statistical analysis process, the variables included in the study were replaced by a set of symbols and abbreviations shown in Table (2).

Table (2) characterization of the study variables

code		number	The dimension	variable
STFO	SFES	20	6	Strategic Foresight
	SFSC		8	
	SFIN		6	
STAG	SASE	19	5	Strategic agility
	SARE		7	
	SALE		7	

Second, the normal distribution test

1-Testing the normal distribution of the strategic foresight variable

The paragraphs of the strategic foresight variable had significant values higher than (5%) according to the (Klumgrove-Siemenrov and Shapiro-Wilik test), which means that the data of the studied population is not significantly different from the normal distribution, which means that the distribution of the sample data is almost similar to the normal distribution and does not differ significantly from the normal distribution. Suffers from a case of sprain or flattening. , and Table (3) shows the normal distribution of the study data.

Table (3) results of the normal distribution of the strategic foresight variable

P-value	Sha-Wil	Kol-Smi	paragraphs	Sha-Wil	Kol-Smi	paragraphs
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P> ٠.٠٥	٠.٨٥٨	٠.٢١٠	SFSC٥	٠.٨٧٨	٠.١٨٤	SFES١
P> ٠.٠٥	٠.٨٠٥	٠.٢٣٦	SFSC٦	٠.٨٨٢	٠.٢٦١	SFES٢
P> ٠.٠٥	٠.٨٧٧	٠.٢٦٤	SFSC٧	٠.٩٠٢	٠.٢٠٩	SFES٣
P> ٠.٠٥	٠.٨٤٦	٠.٣٠٣	SFSC٨	٠.٨٨٢	٠.٢٥٥	SFES٤
P> ٠.٠٥	٠.٨٨٨	٠.٢٣٠	SFIN١	٠.٨٥٣	٠.٢١٠	SFES٥
P> ٠.٠٥	٠.٨٩١	٠.٢٣٣	SFIN٢	٠.٨٦٧	٠.٢٠٨	SFES٦
P> ٠.٠٥	٠.٨٠٣	٠.٢٦٨	SFIN٣	٠.٨٥٧	٠.٢٢٠	SFSC١
P> ٠.٠٥	٠.٨٦٨	٠.٢٠٩	SFIN٤	٠.٨٧٣	٠.٢٣٥	SFSC٢
P> ٠.٠٥	٠.٨٦٤	٠.٢٥٦	SFIN٥	٠.٨٨٧	٠.٢٥١	SFSC٣
P> ٠.٠٥	٠.٩٠٦	٠.٢٠٤	SFIN٦	٠.٨٦٦	٠.٢٥٧	SFSC٤

٢-Testing the normal distribution of the strategic agility variable

Table (٤) shows the results of the normal distribution of the strategic agility variable.

Table (٤) results of the normal distribution of the strategic agility variable

P-value	Sha-Wil	Kol-Smi	paragraphs	Sha-Wil	Kol-Smi	paragraphs
P> ٠.٠٥	٠.٨٦٢	٠.٢٣٤	SARE٦	٠.٨٦٦	٠.٢١٩	SASE١
P> ٠.٠٥	٠.٨٦٦	٠.٢٣٩	SARE٧	٠.٨٣٠	٠.٢٤٣	SASE٢
P> ٠.٠٥	٠.٨٦٢	٠.٢٤٤	SALE١	٠.٨٧٧	٠.٢٤٢	SASE٣
P> ٠.٠٥	٠.٨٧٦	٠.١٩٤	SALE٢	٠.٨٧٤	٠.٢٧١	SASE٤
P> ٠.٠٥	٠.٨٩٠	٠.٢٣١	SALE٣	٠.٩٠٦	٠.١٩٥	SASE٥
P> ٠.٠٥	٠.٨٥٨	٠.٢٥٠	SALE٤	٠.٨٧٨	٠.٢٣٣	SARE١
P> ٠.٠٥	٠.٨٢٨	٠.٢٥٦	SALE٥	٠.٨٧٥	٠.٢١٢	SARE٢
P> ٠.٠٥	٠.٨٦٨	٠.٢٥٨	SALE٦	٠.٨٧٦	٠.٢٥١	SARE٣
P> ٠.٠٥	٠.٨٨٨	٠.٢٢٤	SALE٧	٠.٩٠٢	٠.٢٢٤	SARE٤
P> ٠.٠٥				٠.٨٨٦	٠.٢١٦	SARE٥

Third: The reliability and structural validity of the measuring instrument

Reliability refers to the consistency of the study scale and the stability of the results that can be obtained from the scale over different periods of time (Bartholomew, ١٩٩٦: ٢٤). The structural stability of the measuring instrument is verified by using the Cronbach's alpha test, and the reliability coefficient of the instrument was calculated using the Cronbach's alpha correlation coefficient shown in Table (٥).

The study variables, according to the outputs of the table () of Cronbach's alpha coefficients for the three measures, obtained that all values ranged between (٠.٩٠٧-٠.٨٨٨), and they are statistically acceptable in university and behavioral research because their value is greater than (٠.٧٥) (Nunnaly & Bernstein, ١٩٩٤:٢٩٧), which indicates However, the study measurement tool measures are characterized by internal consistency and stability, and the results also show the

credibility of the measurement tool variables in a manner consistent with the responses of the study sample.

Table (٥) Structural stability parameters of the measuring instrument

Validity of the measuring instrument		Parameters of Cronbach Alpha		Paragraph	dimension	variable
٠.٩٤٣	٠.٩٤٩	٠.٨٩٠	٠.٩٠٠	٦	Environmental scanning capabilities	Strategic Foresight
	٠.٩٤٨		٠.٨٩٨	٨	Strategic choice capabilities	
	٠.٩٥١		٠.٩٠٤	٦	Integration capabilities	
٠.٩٤٣	٠.٩٤٧	٠.٨٨٩	٠.٨٩٧	٥	strategic sensitivity	Strategic agility
	٠.٩٤٤		٠.٨٩١	٧	strategic response	
	٠.٩٥٠		٠.٩٠٢	٧	strategic learning	

Fourth: Describe the study variables

١-The Independent Variable (Strategic Foresight)

The independent variable strategic foresight according to the outputs of Table (٦) has a high arithmetic mean (٣.٦٥) (Dewberry, ٢٠٠٤:١٥) and a trend towards agreement and a standard deviation of (٠.٤٣٩), which means that university leaders in universities and colleges realize the importance, and this has received relative attention Its value (٧٣%), indicates the homogeneity of the views of the sample and their agreement on enhancing the learning and entrepreneurial capabilities of organizations integrated in high-change environments, as well as the ability to create and maintain a variety of high-quality future perspectives and apply emerging insights in ways that are useful from an organizational point of view, to reveal On the adverse conditions and directing policy and strategy to explore new opportunities and services, this variable was measured by the strategic choice capabilities dimension as it had the highest arithmetic mean (٣.٨١) oriented towards agreement, and with a standard deviation (٠.٥٢١), which means the university leaders' awareness in universities and colleges to discover Weak signals, interpreting and initiating response to them, and therefore it works to quickly identify those relevant signals and explore them

further and seize opportunities before competitors or recognize early signs of to problems before they develop and become major problems, and this received a good (76%) relative interest, as the answers of the study sample showed a remarkable interest in the dimension of environmental scanning capabilities with an arithmetic mean (3.62) and a standard deviation (0.588), and with a good (72%) relative interest from Through enhancing the ability of universities to understand the risks, emerging opportunities, motives, resources, development and reasons associated with alternative decisions, leading to the formation of a possible, reasonable or probable future space, so that universities can make informed and better equipped decisions on issues related to their comprehensive strategic plans and means of achieving their long-term goals .

2-The dependent variable (strategic agility)

The median variable strategic agility according to the outputs of Table (V) obtained a high arithmetic mean (3.62) and a trend towards agreement and a standard deviation of (0.398), which means the university leaders' awareness in universities and colleges of the importance of improving universities' ability to predict, act and respond proactively to address internal weaknesses or Investing opportunities or identifying external threats that it may face, and this has received a relative value of (72%), indicating the homogeneity of the sample's opinions and their agreement to make strategic commitments while maintaining their agility and flexibility. The highest arithmetic mean (3.64) is oriented towards agreement, and a standard deviation is (0.421), which means that university leaders in universities and colleges realize how to deal with changing environments through perceiving, discovering and constantly capturing strategic moves and changing the organizational structure, and this has gained relative attention (73%). Good, as the answers of the study sample showed a remarkable interest in the strategic sensitivity dimension with an arithmetic mean (3.63) and a standard deviation (0.567), and with a relative interest (73%) good by searching for the known Apply, assimilate, understand, clarify and adapt them to the university environment, and interpret and analyze this information in a way that can meet the challenges facing universities.

Fifth: Hypothesis testing

1-the correlation hypothesis

The first main hypothesis

The meaning of this hypothesis (there is a statistically significant correlation between strategic foresight and strategic agility)

The results of Table (A) show that there is a statistically significant correlation between strategic foresight and strategic agility, its strength is (.790), which is a strong direct relationship. respectively, which means that university leaders of private universities and colleges realize the importance of the relationship between strategic foresight and strategic agility.

Table (A) the correlation matrix between strategic foresight and strategic agility

Strategic agility	strategic learning	strategic response	strategic sensitivity	Strategic Foresight	Integration capabilities	Strategic choice capabilities	Environmental scanning capabilities	Variables	
							1	Environmental scanning capabilities	
						1	.424**	Strategic choice capabilities	
					1	.446**	.303**	Integration capabilities	
				1	.779**	.783**	.771**	Strategic Foresight	
			1	.707**	.001**	.400**	.020**	strategic sensitivity	
		1	.488**	.043**	.382**	.000**	.391**	strategic response	
	1	.380**	.288**	.373**	.128*	.422**	.333**	strategic learning	
1	.767**	.830**	.802**	.790**	.484**	.096**	.040**	Strategic agility	
							**. Correlation is significant at the .01 level (2-tailed).		Sig.= .000
							* . Correlation is significant at the .05 level (2-tailed).		N= 149

Secondly: the effect hypothesis

The researcher will test the hypotheses of direct impact and multiple influence through the structural model using structural equation modeling through the use of the program (AMOS.V.26). The structural model consists of a set of independent and dependent variables, as the independent variables are linked with the dependent variables through a one-way arrow (regression paths). The independent variables may be related to each other through a two-way arrow. The validity of the hypotheses is verified through the transactions on the shares, whether between the independent variables and the dependent variables (standard beta coefficients). This statistical technique is more sophisticated and accurate than multiple regression analysis because it takes into account the suitability of the data to the model that is assumed from relationships, and therefore it is possible to explore the

level and direction of influence relationships between the study variables and at the level of direct influence and multiple influence as follows:

The meaning of this hypothesis (there is a statistically significant effect relationship between strategic foresight and strategic agility)

Figure (٧) shows the structural structure of the impact of strategic foresight on strategic agility, and the results of Table (٩) show that the more university leaders realize the importance of strategic foresight in their operations, the more this leads to improving the strategic agility of faculty members, in addition to the increase in interest in strategic foresight by an amount One standard weight leads to an improvement in strategic agility by (.٦٣٠) and with a standard error of (.٠٠٥٤), which means the university leaders' awareness of the private universities and colleges of the importance of having a significant impact of strategic foresight in strategic agility as it works to understand the organizations' clients and their evolving needs and their changing behavior, which works to provide Universities have a broad view of the necessary analysis and knowledge about the future needs of customers, which enables them to make the right decisions to prepare for change in the future.

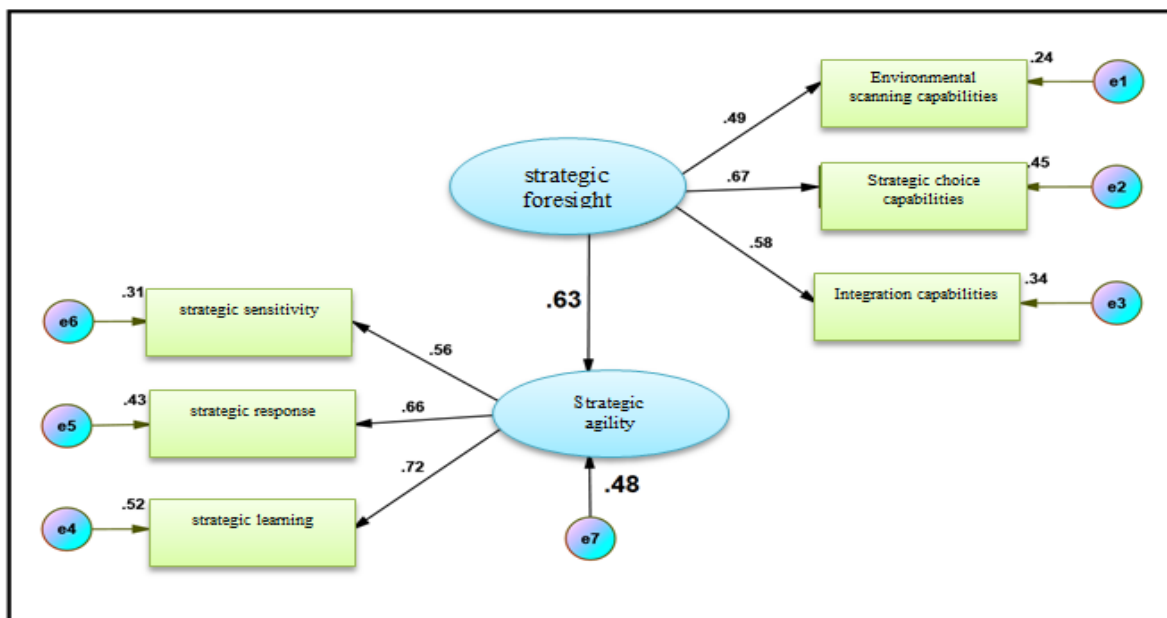


Figure (٧) The structural standard model for the impact of strategic foresight on strategic agility

Strategic foresight contributed to explaining its value (0.482) of the amount of variation in strategic agility with its dimensions, while the remaining value is outside the study boundaries.

Table (9) Outputs of the impact of strategic foresight on strategic agility

(P)	R ²	critical ratio	standard error	Standard Estimates	regression path		
0.001	0.482	11.77	0.004	0.730	Strategic agility	<---	Strategic Foresight

The dimensions of strategic foresight contributed to explaining its value (0.493) of the amount of variation in strategic agility with its dimensions, while the remaining value is outside the study limits.

Table (10) Outputs of the impact of the dimensions of strategic foresight on strategic agility with its dimensions

(P)	R ²	critical ratio	standard error	Standard Estimates	regression path		
0.001	0.493	7.801	0.047	0.379	Strategic agility	<---	Environmental scanning capabilities
0.001		8.941	0.001	0.406	Strategic agility	<---	Strategic choice capabilities
0.001		7.714	0.049	0.329	Strategic agility	<---	Integration capabilities

Based on what has been presented, the fifth main hypothesis can be accepted, which states (there is a statistically significant impact relationship between strategic foresight and strategic agility).

Conclusions and Recommendations

Conclusions

1-The results showed the awareness of the university leaders of the private universities and colleges of the importance of understanding the clients of the organizations and their evolving needs and their changing behavior, which works to provide universities with a broad vision of the necessary analysis and knowledge about the clients' future needs, which

enables them to make the right decisions to prepare for change in the future.

ϒ-The results showed the interest of university leaders in private universities and colleges to the importance of building effective responses through foresight activities that aim to determine responses in the present with directing the invisible future, so understanding the context of the universities environment is critical in determining current and future tasks.

Ϛ-The focus of university leaders in private universities and colleges on continuing to realize, explore, and respond to environmental requirements for the purposes of investing the market position and achieving competitive advantage, which thus represents a systematic trend towards change when change is required.

ϛ-University leaders in private universities and colleges are keen to address the absence of an incentive to think about the future, rewards, a career system that is ignorant of the vision, and limited interest from internal stakeholders may expose universities to losing their integrative capacity, and therefore if universities can encourage their employees to open up to information It can then be expected that this measure will strongly support their ability to maintain a competitive advantage in times of intermittent change.

Recommendations

Ϝ-The need for universities to identify, evaluate and use weak signals from their sources (political, social, cultural and competitive environments, science and technology) to identify threats and opportunities at an early stage, which requires universities to identify the methods, methods, actors, processes, and system necessary to enhance their competitive position.

ϝ-Private universities and colleges must determine ways to deal with changing environments, which requires them to perceive strategic moves, discover and capture them constantly, and change the organizational structure.

Ϟ-The necessity of increasing the interest of private universities and colleges in combining the strategy oriented towards the external

environment and the strategy oriented towards the internal environment, which requires them to promote intensive and open internal communications

ξ- Private universities and colleges should focus on having the ability to invest available opportunities from the market, adapt to changes in the business context, discover opportunities, threats and risks, and launch new strategic initiatives quickly, which requires universities to redistribute their resources efficiently and effectively and redirect their resources in order to Create value and protect (and capture) high-return activities as required by internal and external conditions.

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