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# **A Proposed Administrative Perception for Developing Future Educational Leaders' Preparation Programs Based on Contemporary Trends in Educational Leadership**

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### **Abstract**

This study aims to present a proposed administrative perception for developing future educational leaders' preparation programs based on contemporary trends in educational leadership. To achieve the study's objectives, the Analytical - Synthetic Approach was used, by highlighting the most important future leaders' preparation programs, diverse leadership



philosophies, their traits, skills, and the standards of an effective leader. The importance of preparing these programs in universities' centers and colleges worldwide was clarified, and contemporary global trends in this field were reviewed. Based on this, a developmental perception was proposed, focusing on three main dimensions: leadership philosophies, traits of contemporary leadership, and preparing leaders in accordance with effective leader standards to provide continuous development and evaluation programs for leaders' performance. The suitability of the proposed perception was verified from the experts' perspectives.

**Keywords:** Proposed Perception, Future Leaders' Preparation Programs, Effective Leader, Exceptional Leader, Contemporary World Trends.

## الملخص:

تهدف هذه الدراسة إلى تقديم تصور إداري مقترح لتطوير برامج إعداد القادة التربويين المستقبليين في ضوء الاتجاهات المعاصرة في القيادة التربوية. ولتحقيق أهداف الدراسة تم استخدام المنهج التحليلي التركيبي، من خلال تسليط الضوء على أهم برامج إعداد قادة المستقبل، وفلسفات القيادة المتنوعة، وسماتهم، ومهاراتهم، ومعايير القائد الفعال. وتم توضيح أهمية إعداد هذه البرامج في مراكز الجامعات وكلياتها على مستوى العالم، واستعراض الاتجاهات العالمية المعاصرة في هذا المجال. وبناء على ذلك تم اقتراح تصور تنموي يركز على ثلاثة أبعاد رئيسية هي: فلسفات القيادة، وسمات القيادة المعاصرة، وإعداد القادة وفق معايير القائد الفعال لتقديم برامج التطوير والتقييم المستمر لأداء القادة. تم التحقق من ملائمة التصور المقترح من وجهة نظر الخبراء.

**الكلمات المفتاحية:** التصور المقترح، برامج إعداد قادة المستقبل، القائد الفعال، القائد الاستثنائي، الاتجاهات العالمية المعاصرة.

## Introduction:

In a world filled with complex challenges and rapid changes, developing the skills of exceptional leaders globally is essential for ensuring ongoing development and progress. Preparing future leaders is a fundamental part of the strategy to uplift societies and achieve success on personal, institutional, and national levels. This study aims to present a proposed perception for developing programs to prepare future leaders in all countries, as a tangible response to contemporary global trends and requirements.



Developing these leadership traits requires dedication and continuous practice, significantly contributing to building exceptional leaders capable of achieving success for themselves and their teams.

To develop the skills of exceptional leaders, it is crucial to understand contemporary leadership philosophies, which are closely linked to the aforementioned leadership traits. Here is an explanation of these contemporary philosophies and their relation to leadership traits (Patwell, 2020).

1. **Transformational Leadership and Leadership Traits:** Transformational leadership can be linked to skills such as employee empowerment, good communication, adaptability, empathy, and responsibility, as transformational leaders encourage team activation, empowerment, innovation, and change.
2. **Strategic Leadership and Leadership Traits:** Strategic leadership aligns with skills like planning, developing strategic visions, creatively analyzing situations, and motivating the team to achieve strategic goals in a coherent and organized manner.
3. **Democratic Leadership and Leadership Traits:** Skills associated with democratic leadership involve promoting participation, understanding members' opinions, applying collective decision-making, requiring communication, empathy, solidarity, and developing a shared work environment.
4. **Creative and Innovative Leadership and Leadership Traits:** The approach of creative and innovative leadership aligns with skills like innovation, adaptability, creative thinking, and encouraging the team to achieve innovation and develop new solutions for future challenges.

Thus, there is a clear alignment between different leadership philosophies and a diverse set of essential leadership traits, highlighting the importance of leaders adopting a comprehensive approach that combines various philosophies and is based on a holistic set of traits to achieve success and excellence in their work.

Using these essential skills, leaders can align with contemporary leadership philosophies and contribute to achieving success and excellence in their work, developing the teams and organizations they lead. Based on the aforementioned, this study aims to present a proposed perception for developing programs to prepare future leaders and enhance their skills globally, with a focus on contemporary world trends.

### **Statement of the Problem:**

The problem addressed by this study revolves around the gap between the essential leadership traits required for leaders in various countries and the available programs for preparing future leaders in



these nations. Although certain leadership traits are deemed crucial for leaders to effectively handle modern challenges—such as effective communication, team motivation, and the ability to adapt strategies to rapid changes—current leadership preparation programs may not adequately meet these needs.

Leadership preparation programs in many countries are often traditional and introductory, focusing primarily on the theoretical aspects of leadership without sufficient guidance on applying these theories in practical work contexts. Additionally, there is often a lack of integration between contemporary leadership philosophies and leadership preparation programs, leading to the inefficiency of these programs in developing leaders capable of effectively addressing modern challenges.

This gap between the requirements of contemporary leadership philosophies and the available program for preparing effective future leaders poses a significant challenge. It hinders the development of qualified leaders who can competently and effectively face contemporary challenges.

There is an urgent need to focus on programs that prepare exceptional and effective leaders, who can appropriately guide their subordinates (followers, voters) towards achieving goals and excel in their respective fields. Pre-service preparation programs must reflect contemporary leadership experiences to ensure a high level of performance, governing ethical leadership, and capabilities and skills that enable them to keep pace with the vast knowledge, technological, and technical advancements (Kouzes & Posner, 2015):

Therefore, the study aims to propose a perception for developing future leader preparation programs in all countries, in light of contemporary global trends.

## 1. Study Objective and Questions:

**Objective:** This study aims to propose a leadership perception that includes a set of appropriate standards for developing future leaders' preparation programs offered by humanities and educational colleges, as well as training centers in global universities. The study seeks to identify the necessary learning outcomes within related programs to prepare effective and exceptional leaders for a bright future, ensuring graduates from these colleges can elevate the progress of their communities and countries. The study aims to answer the main question:

**Main Question:** What is the appropriate administrative perception for developing future educational leaders' preparation programs based on contemporary trends in educational leadership?

### Sub-questions:

2/1 What are the most important educational leadership preparation programs in theoretical literature?





2/2 What are the essential standards that effective and exceptional leaders should possess to understand and successfully apply leadership philosophies?

2/3 What is the importance of developing leadership preparation programs in the faculties of humanities, social sciences, education, and other related faculties in global universities?

2/4 What are the contemporary global trends in the field of leadership preparation as applied by effective leadership systems?

2/5 What is the appropriate administrative perception for developing future educational leaders' preparation programs based on contemporary trends in educational leadership?

2/6 What is the suitability of the proposed leadership perception for developing future leaders' preparation programs in light of contemporary global trends from the perspective of experts and specialists?

## **2. Importance of the Study:**

The importance of this study stems from its focus on the exceptional and effective leader, a cornerstone in any sector or field of work. The significance of professional preparation in programs designed to develop exceptional and effective leaders for team leadership has been highlighted by numerous leadership studies. Preparing exceptional and effective leaders is a fundamental element in the success of the leadership development process. Comprehensive and robust preparation of exceptional leaders leads to professional functional development in their initial training phase. This is achieved through the inclusion of educational materials related to various humanities and social sciences and a focus on practical field training that allows for the application of theoretical knowledge in real-world settings.

From a practical standpoint, it is hoped that the results of this study will benefit faculties of humanities, social sciences, administrative, and educational sciences, specifically, and global universities in general. The study aims to provide a comprehensive perception for a program that prepares exceptional and effective leaders, detailing all stages, inputs, processes, and expected outcomes. It is evident that the ultimate beneficiaries of the outcomes of these programs are universities, higher education institutions, and general education systems worldwide.

Furthermore, this study is significant in providing useful information to researchers and those interested in enriching the theoretical literature on programs for preparing effective and exceptional future leaders. This can help in forecasting future needs and conducting further developmental studies in this field.

## **3. Study Methodology:**



The appropriate choice of the Analytic-Synthetic Approach for this study stems from the complexity of the subject of leadership development programs in countries around the world and the diversity of factors that influence them. This approach provides a suitable framework for dissecting the subject into its essential elements and analyzing them deeply, then reassembling them in an integrated manner for better understanding. This approach allows the researcher to explore the various aspects of effective and exceptional leadership development programs, including educational, cultural, social, political, and economic aspects. Through comprehensive analysis, the structure of these programs can be analyzed, and the factors affecting their efficiency and effectiveness can be identified.

Additionally, this approach allows for understanding the challenges facing the process of leadership development in countries worldwide and identifying areas for improvement to achieve better goals (Obaid,2021). This comprehensive analytical method provides the opportunity to gain new insights and different details that aid in formulating effective and sustainable solutions for the development of exceptional leadership development programs globally.

Therefore, the study adopts the Analytic-Synthetic Approach, which involves reviewing relevant leadership studies and analyzing them to better understand the subject of leadership development programs worldwide and present their various aspects in a comprehensive and inclusive manner.

#### 4. Study Results

Below are the results of the study according to its questions, presented as follows:

##### 5/1. Results related to the first question: What are the most important programs for preparing leaders to understand leadership philosophies?

Research indicates the existence of several programs and training systems aimed at developing leaders' understanding of leadership philosophies and their applications. Among these important programs are (University of the people , 2022)

1. **Program for Understanding Leadership Philosophies:** Offered by educational institutions specializing in personal development and leadership training, and research centers in leadership and professional development.
2. **Leadership Analysis Workshops:** Typically organized by training and leadership consulting centers, as well as universities and specialized educational institutes in administrative development.
3. **Applied Leadership Courses:** Provided by institutes of management and administrative development, and accredited leadership skills training centers.



4. **Leadership Mentoring and Coaching Programs:** Usually organized by high-quality educational institutions and leadership research centers, as well as administrative development centers.
5. **Personal Development Programs for Leaders:** Typically organized by personal development and specialized training institutes, as well as educational institutions and research centers in leadership and self-development.

In summary, research indicates the existence of a diverse range of programs and training systems aimed at developing leaders' understanding of leadership philosophies and their applications. These include programs for understanding leadership philosophies, leadership analysis workshops, applied leadership courses, leadership mentoring and coaching programs, and personal development programs for leaders. After understanding leadership philosophies, it is also recommended to move on to programs that develop important leadership traits such as empowerment, effective communication, empathy, adaptability, accountability, and inclusiveness. Additionally, various leadership philosophies such as bureaucratic leadership, democratic leadership, laissez-faire leadership, and others can be leveraged to build effective and influential leaders in various fields.

## **5/2. Results Related to the Second Question: What are the essential criteria that an exceptional effective leader should possess to understand and successfully apply leadership philosophies?**

Building on the first question regarding programs for preparing exceptional effective leaders and understanding leadership philosophies and their characteristics, we can expand the scope to outline the necessary criteria for effective leaders to understand and successfully apply leadership philosophies. Ideal leaders possess a set of essential criteria, including (Dorra, 2018 & Charity Village. 2023 ):

Effective leaders should be able to interpret each leadership philosophy and its relationship with important leadership traits. This helps in understanding how exceptional effective leaders can apply these traits in their specific contexts. Below is an explanation of each leadership philosophy and its relationship with leadership traits (Owen, 2015 & Charity Village. 2023):

### **1. Bureaucratic Leadership:**

- This philosophy is known for focusing on structure, procedures, and rules.
- Traits associated with it include adaptability, adherence to existing procedures, and accountability.

### **2. Democratic Leadership:**



- Democratic leaders are characterized by listening to others' opinions and respecting their views in the decision-making process.
  - Traits associated with it include effective communication, empathy, and inclusiveness.
3. **Laissez-Faire Leadership:**
- This leadership style gives the team full freedom to make decisions and determine paths.
  - Traits associated with it include inclusiveness and adaptability.
4. **Situational Leadership:**
- The type of leadership depends on the situation and the current needs of the team.
  - Traits associated with it include effective communication, adaptability, empathy, and accountability.
5. **Transactional Leadership:**
- Focuses on exchanging rewards and punishments to achieve goals through motivation.
  - Traits associated with it include adaptability and accountability.
6. **Transformational Leadership:**
- Aims to motivate the team and achieve changes and transformations within the organization.
  - Traits associated with it include effective communication, empathy, inclusiveness, adaptability, and accountability.
7. **Servant Leadership:**
- Centers around serving others and meeting their needs before meeting the leader's needs.
  - Traits associated with it include effective communication, empathy, and inclusiveness.
8. **Strategic Leadership:**
- Leaders focus on setting the perception and strategic goals of the organization and guiding it towards them.
  - Traits associated with it include effective communication, adaptability, inclusiveness, accountability, and strategic analysis.
9. **Visionary Leadership:**





- Leaders are characterized by having a clear and inspiring perception for the future and the ability to guide the team towards achieving that vision.
- Traits associated with it include effective communication, empathy, inclusiveness, accountability, adaptability, and strategic analysis.

In this way, ideal/effective leaders can successfully use a variety of leadership philosophies and approaches according to the needs and circumstances of the organization and the team.

**5/3. Results Related to the Third Question: What is the importance of developing leadership preparation programs in colleges of humanities, social sciences, education, and other related colleges in global universities?**

In the context of rapid development and continuous social and economic transformations, developing leadership has become essential to ensure the continuity of success and development in various societies. Colleges of humanities, social sciences, and education, including colleges of administrative sciences, provide an ideal environment for developing qualified leaders who possess the knowledge and skills necessary to lead change and achieve success.

Focusing on the results of the previous questions highlights the importance of integrating the understanding of leadership philosophies with the necessary skills and traits to achieve change and success in academic environments. Therefore, developing future leadership preparation programs in scientific, humanities, educational, and administrative colleges should focus on equipping students with the knowledge and skills that enable them to understand and successfully apply different leadership philosophies. Universities and academic programs can focus on several key aspects: Understanding Leadership Theories, Developing Practical Skills, Experiential Learning and Practical Experience, Encouraging Critical and Creative Thinking and Enhancing Cultural Awareness and Diversity (Seijts, 2014). In summary, universities and academic programs should focus on providing students with a mix of theoretical knowledge and practical skills that enable them to achieve success as effective and exceptional leaders in their various fields and contribute to the development of the societies they serve.

**5/4. Results Related to the Fourth Question: What are the contemporary global trends in leadership preparation as applied by effective leadership systems?**

In an era of rapid transformations and accelerated changes, developing leaders have become crucial for the success of institutions and communities. The current circumstances demand exceptional leaders who possess a range of skills and experiences that enable them to interact with diverse



challenges and achieve success in complex work environments. Thus, developing leadership preparation programs in scientific, humanities, and educational colleges is a vital step towards equipping students with the knowledge and skills needed to succeed in their respective fields and positively impact the communities they belong to. Contemporary trends in leadership preparation include the following (Owen, 2015):

1. **Transformational Leadership:**

- **Philosophy:** Focuses on motivating teams through an inspiring perception and achieving fundamental changes within organizations.
- **Key Traits:** Vision, inspiration, motivation, guidance.
- **Key Skills:** Effective communication, situational analysis, relationship building.

2. **Strategic Leadership:**

- **Philosophy:** Emphasizes setting a vision, defining strategic objectives, and guiding the organization towards achieving them.
- **Key Traits:** Vision, analysis, strategic thinking, innovation.
- **Key Skills:** Contextual analysis, strategic decision-making, planning.

3. **Digital Leadership:**

- **Philosophy:** Concentrates on leveraging technology and digital innovation to enhance leadership processes and achieve organizational goals.
- **Key Traits:** Digital culture, technology, innovation.
- **Key Skills:** Technological proficiency, innovation capability, digital communication.

4. **Cross-Cultural Leadership:**

- **Philosophy:** Focuses on the ability to interact and collaborate successfully with diverse cultures in multicultural work environments.
- **Key Traits:** Cultural awareness, respect, collaboration.
- **Key Skills:** Cross-cultural communication, negotiation, conflict resolution.

5. **Green Leadership:**

- **Philosophy:** Emphasizes adopting leadership practices that preserve the environment and contribute to environmental sustainability.
- **Key Traits:** Commitment to sustainability, environmental sensitivity, resource conservation.
- **Key Skills:** Policymaking for environmental practices, community engagement for environmental awareness.



These five trends reflect the primary concerns and challenges faced by leaders in today's work environments and contribute to developing the necessary leadership skills to achieve success and continuity in various fields and institutions.

By integrating these contemporary trends, leadership preparation programs can ensure that future leaders are well-equipped to navigate and excel in a rapidly evolving global landscape.

**5/5. Results Related to the Fifth Question: What is the appropriate administrative perception for developing programs to prepare future educational leaders based on contemporary trends in educational leadership?**

**Overview**

In summary, this perception represents a serious attempt to enhance democratic leadership as an effective management and guidance approach. The goal is to foster interaction, participation, and transparency in decision-making processes to achieve developmental objectives and success in institutions and communities.

Based on this, the perception of "Dr. Musa Hamdan" and "His Excellency Professor Dr. Rateb Al-Saud" for preparing future leaders globally, in light of contemporary global trends, is a significant step towards achieving a comprehensive transformation in leadership preparation and development across all regions worldwide.

**Proposed perception Title:**

"Hamdan and Al-Saud perception 2024" Developing Exceptional Future Leaders Programs in Light of Contemporary Global Trends

**Proposed perception Objectives:**

Based on the proposed vision, its objectives include:

1. Developing the capabilities of global leaders, including leaders in Arab countries, in various fields to achieve sustainable development.
2. Enhancing human values and ethical principles in future leaders' programs.
3. Promoting digital orientation and technology use in developing training programs.



### Elements of the proposed perception:

Based on the study results, the researchers have constructed the following proposed vision, which she hopes to refine through the following model:

Leadership Philosophy: perception (Concept, Characteristics, Leadership Skills, Ethical Aspects, Actions, Measurement Metrics)	
Aspect	1. Democratic Leadership Philosophy
Idea	Enhancing participation and communication in leadership decision-making.
Leadership Traits	Interactive, Collaborative, Balanced, and Transparent.
Leadership Skills	Effective Communication, Active Listening, Decision Making, Conflict Management.
Ethical Aspects	Justice, Respect, and Transparency.
Action	Organizing consultative sessions, promoting a culture of teamwork, providing effective communication channels.
Measurement Indicators	Level of team members' participation in decision-making, transparency and trust between the team and leadership, satisfaction and continuity assessment under democratic leadership system.
Summary	This perception represents an effective attempt to achieve a positive transformation in leadership processes by enhancing communication, participation, and transparency, leading to improved performance, satisfaction, and continuity in institutions and communities.

Aspect	2. Transformational Leadership Philosophy
Idea	Enhancing positive change by motivating individuals to achieve comprehensive and tangible transformations in the organization or community.
Leadership Traits	1. Inspiration: Inspiring others to participate in achieving positive transformations and radical changes. 2. Vision: Establishing a clear and compelling perception for the future and sharing it with others for motivation and guidance. 3. Passion: Commitment and passion for achieving positive and sustainable changes and transformations.
Leadership Skills	4. Guidance: Directing efforts and resources towards achieving specific goals and guiding the team towards a shared vision. 1. Ability to build cooperative relationships and motivate the team. 2. Ability to analyze the current situation and identify opportunities and challenges. 3. Change management skills and strategic thinking.
Ethical Aspects	1. Integrity and honesty in dealing with others. 2. Respect for the rights and dignity of individuals and consideration of their interests. 3. Commitment to ethical values and standards in decision-making.





Aspect	2. Transformational Leadership Philosophy
Action	Developing integrated and flexible implementation plans to achieve specified goals, providing continuous training and development to enhance the team's skills in positive transformation, guiding and motivating individuals to achieve positive transformations and changes.
Measurement Indicators	1. Development of integrated and flexible implementation plans to achieve specified goals.
	2. Providing continuous training and development to enhance the team's skills in positive transformation.
	3. Guiding and motivating individuals to achieve specified and vision-linked transformations and changes.
	4. Achieving specified and vision-linked transformations and changes.
	5. Level of interaction and participation by individuals in the transformation process.
	6. Improvement of individual and organizational performance and achievement of tangible positive results.
Summary	Thus, transformational leadership is an advanced perception aimed at changing organizational culture and improving performance by motivating and empowering the team and transforming leaders' visions into tangible realities, thereby enhancing innovation and development in institutions and achieving sustainable success.

Aspect	3. Strategic Leadership Philosophy
Idea	Strategic leadership focuses on developing and implementing advanced strategies to achieve a specific future vision, guiding the organization towards long-term goals.
Leadership Traits	1. Comprehensive Vision: Distinguishing strategic leaders with their ability to formulate a comprehensive and innovative perception directing the organization towards the future.
	2. Strategic Analysis: Possessing the ability to analyze the internal and external environment of the organization to identify opportunities and challenges.
	3. Strategic Planning: Strategic leaders develop well-founded strategies based on analysis and planning to achieve specified goals.
	4. Execution and Monitoring: Strategic leaders execute and monitor the implementation of strategies accurately and effectively.
Leadership Skills	1. Strategic Planning Skills: The ability to develop comprehensive and innovative strategic plans.
	2. Analytical Skills: The ability to analyze data and information to make sound strategic decisions.
	3. Communication Skills: The ability to communicate effectively and convey the organization's perception and strategies to teams and individuals.
Ethical Aspects	1. Integrity: Strategic leadership is based on integrity and ethics in decision-making and strategy implementation.
	2. Transparency: Strategic leaders provide information transparently and honestly to everyone.



Aspect	3. Strategic Leadership Philosophy
	3. Responsibility: The ability to take responsibility for decisions and outcomes and achieve the common interest of the organization.
Action	1. Developing perception and strategic goals. 2. Analyzing the internal and external environment. 3. Developing strategic plans and setting priorities. 4. Implementing strategies and regularly monitoring them.
Measurement Indicators	1. Goal Achievement: The extent to which strategic goals are achieved in a timely manner. 2. Key Performance Indicators (KPIs): Key indicators reflecting the organization's performance in achieving its strategic goals. 3. Growth and Profitability Rates: Sales growth rates and profitability to ensure financial success sustainability. 4. Customer Satisfaction: The extent of customer satisfaction with the services or products provided. 5. Competitive Analysis: The organization's position compared to competitors and its strengths and weaknesses. 6. Conversion and Utilization Rate: Conversion rates from plans to results and the organization's utilization of available opportunities. 7. Operational Efficiency and Effectiveness: The efficiency of resource utilization and operational effectiveness in achieving goals. 8. Plan Execution: The extent of implementation of strategic plans and achievement of associated goals. 9. Adaptability and Flexibility: The organization's ability to adapt to changes in the external environment. 10. Employee Satisfaction: The extent of employee satisfaction with the work environment and commitment to achieving the organization's goals.
Summary	In summary, strategic leadership is a fundamental cornerstone for the success of organizations in a changing business environment, as it contributes to identifying trends and achieving goals efficiently and effectively, thereby enhancing the competitiveness and sustainability of the organization in the market.

Aspect	4. Digital Leadership
Idea	The concept of digital leadership involves effectively leveraging technology and data to enhance operations and decision-making within the organization.
Leadership Traits	1. Technological Sustainability: Ability to keep up with technological advancements and utilize the latest digital solutions. 2. Innovation: Encouraging creative thinking and using technology to develop new products and services. 3. Analytical Insight: Ability to effectively use data to extract insights and make strategic decisions.
Leadership	1. Technical Skills: Understanding technology and using digital tools and



Aspect	4. Digital Leadership
Skills	platforms.
	2. Data Analytics Skills: Ability to analyze data and extract valuable insights.
	3. Innovation Skills: Ability to develop new solutions and adopt technology innovatively.
Ethical Aspects	1. Privacy and Security: Maintaining data privacy and ensuring information security.
	2. Transparency: Providing information in a transparent and truthful manner.
Action	1. Developing and adopting digital tools and technologies to enhance operations.
	2. Providing continuous training and development for employees in technology.
	3. Promoting a culture of innovation and digital thinking within the organization.
	4. Developing strategies for data analysis and using it in decision-making.
Measurement Indicator	1. Efficiency of technological use and its effectiveness in improving operations.
	2. Level of interaction and participation in technology and data usage.
	3. Assessment of compliance with privacy and security in data processing.
Summary	In summary, digital leadership represents a fundamental shift in how organizations are managed and directed, contributing to enhancing innovation and improving performance through effective use of technology and data.

Aspect	5. Cross-Cultural Leadership
Idea	Cross-cultural leadership focuses on leaders' ability to interact and effectively engage with diverse cultures within and outside the organization. This philosophy aims to enhance communication and build mutual understanding among diverse cultures, fostering diversity and inclusivity in the work environment.
Leadership Traits	1. Cultural Understanding: Ability to understand and respect cultural differences and learn from them.
	2. Effective Communication: Ability to communicate effectively with individuals from different cultures and build collaborative relationships.
	3. Cultural Interaction: Ability to directly interact with individuals from different cultures and work towards enhancing mutual understanding.
	4. Positive Leadership: Ability to promote positive cultural values and encourage collaboration and solidarity among cultures.
	5. Adaptability and Flexibility: Ability to adapt to cultural variations and employ suitable solutions to achieve goals.
Leadership Skills	1. International Communication Skills: Ability to communicate in different languages and understand various expressions and cultures.
	2. Effective Listening Skills: Ability to actively listen to opinions and feedback from diverse cultures and respect their perspectives.
	3. Negotiation and Diplomacy Skills: Ability to negotiate and advocate for ideas and principles that respect diverse cultures.





Aspect	5. Cross-Cultural Leadership
	4. Culturally Sensitive Leadership Skills: Ability to lead with sensitivity and respect for diverse cultures, motivating collaboration and teamwork.
	5. Cultural Analysis Skills: Ability to analyze cultural phenomena and understand the cultural context for making effective decisions.
<b>Ethical Aspects</b>	1. Respect and Appreciation: Respecting diverse cultures and appreciating the diversity of opinions and values.
	2. Justice and Equality: Promoting justice and equality among individuals from different cultures and avoiding discrimination and bias.
	3. Social Responsibility: Ability to bear social responsibility to promote understanding and social harmony among cultures.
<b>Action</b>	1. Implementing policies and procedures that promote diversity and respect different cultures.
	2. Organizing events and workshops to enhance mutual understanding and build relationships among cultures.
<b>Measurement Indicators</b>	1. Level of interaction and collaboration among team members from diverse cultural backgrounds.
	2. Achievement of work goals across different cultures.
	3. Evaluation of the integration of cultural values and principles in leadership processes and decision-making.
<b>Summary</b>	Considering cross-cultural leadership as a key to success in a diverse world, leaders adopting this approach represent a crucial step towards enhancing cross-cultural understanding and cooperation, contributing to building more tolerant and progressive societies.

Aspect	6. Environmental Leadership Philosophy
<b>Idea</b>	Environmental leadership revolves around commitment to social and environmental responsibility and promoting sustainability in all aspects of organizational work. This philosophy aims to achieve a balance between economic success, environmental protection, and societal well-being.
<b>Leadership Traits</b>	1. Environmental Vision: The ability to develop a strategic perception that supports environmental protection and enhances sustainability in all aspects of organizational work.
	2. Environmental Innovation: The ability to develop and adopt new initiatives and technologies that mitigate the impacts of organizational activities on the environment.
	3. Leading by Example: The ability to serve as a role model in making environmentally friendly decisions and practices and encouraging others to engage in sustainable actions.
	4. Environmental Communication: The ability to communicate effectively with employees, partners, and local communities about environmental issues and the importance of sustainability.
	5. Transparency and Accountability: Commitment to transparency in providing





Aspect	6. Environmental Leadership Philosophy
	information about the environmental impacts of organizational activities and being accountable for results and progress in achieving sustainability goals.
Leadership Skills	1. Environmental Risk Management: The ability to analyze and assess potential environmental risks and develop strategies to address them.
	2. Sustainable Development Planning: The ability to develop plans and strategies that promote sustainable growth and mitigate negative impacts on the environment.
	3. Innovation and Motivation: The ability to encourage and motivate employees to propose and adopt new initiatives to preserve the environment.
	4. Environmental Operations Management: The ability to implement organizational practices and processes that reduce waste, conserve energy, and natural resources.
	5. Effective Communication: The ability to communicate effectively with relevant stakeholders to enhance mutual understanding of environmental leadership principles and promote collaboration in this regard.
Ethical Aspects	1. Integrity and Credibility: Commitment to providing accurate and transparent information about the environmental impacts of organizational activities.
	2. Respect for Environmental Rights: Commitment to protecting wildlife, conserving biodiversity, and respecting environmental rights in all business activities.
Action	1. Development of organizational policies and procedures reflecting commitment to environmental leadership.
	2. Providing training and guidance to employees to understand and implement principles of environmental leadership.
	3. Monitoring and evaluating the environmental impact of organizational activities and continuously improving performance.
	4. Collaboration with relevant associations and institutions to exchange knowledge and develop joint initiatives for environmental conservation.
	5. Communication and interaction with the local community and external partners to raise awareness about environmental issues and build strategic partnerships to achieve sustainability goals collectively.
Measurement Indicators	1. Reduction in natural resource consumption.
	2. Increase in the use of renewable energy.
	3. Reduction in waste and emissions.
	4. Appreciation of employees and the public for environmental efforts.
Summary	Environmental leadership embodies a sustainable perception for the future, playing a crucial role in promoting environmental awareness and protecting the environment for future generations.

**6/5. Results Related to Question 5, which states: "How suitable is the proposed leadership perception for developing programs to prepare ideal leaders in Arab**



**countries in light of contemporary global trends, from the perspective of experts and specialists?"**

The researchers presented this perception to a group of experts and specialists from some Jordanian and Arab universities, as well as the Ministries of Education and Higher Education (Annex 1, List of perception Reviewers) and asked them to review it and provide any suggestions for developing this vision, in preparation for its adoption. In light of some observations received, some modifications were made, and the perception appeared in its presented form.

**Conclusion and Recommendations** After reviewing leadership philosophies, analyzing their traits and skills, and exploring contemporary trends in leadership, a perception for preparing programs to develop future leaders was proposed. This perception aims to achieve a comprehensive transformation in leadership development processes, considering the requirements of the modern era and global leadership trends.

1. Implementing the proposed perception in leadership development programs in international and Arab universities, colleges of education, humanities, social sciences, and management, aiming to improve the quality of outputs of these colleges and develop leadership skills in the Arab region.
2. Enhancing cooperation between ministries in countries and their universities to implement the proposed perception by providing incentives and privileges to employees who graduate from these programs and join them.
3. Reviewing the training programs provided by universities and training centers, including reconsidering the standards of the ideal leader and updating programs accordingly.
4. Allocating special attention from ministries of higher education and general education to leadership development, through various and continuous training programs to improve leaders' skills and provide them with the necessary knowledge and tools to effectively perform their roles.
5. Enhancing research and studies in the field of effective leadership worldwide and allocating necessary resources to enhance our understanding of the challenges and



opportunities for leadership development internationally, and developing approaches and strategies that contribute to building leaders capable of positive impact in their societies.

تصور إداري مقترح لتطوير برامج إعداد قادة المستقبل التربويين في ضوء الاتجاهات المعاصرة في القيادة التربوية

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