

# The Role of Strategic Leadership in Achieving Strategic Entrepreneurship in Public Organizations

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**Abstract:** *The current research aims to diagnose the correlation & effect relationship between the Strategic Leadership including (Determination of strategic direction, Investment of core competencies, Maintaining an influential organizational culture, A balanced system of regulatory control, - Development of human capital, Emphasis on ethical practices ) As an independent variable and strategic entrepreneurship that including (Discover opportunities, Flexibility, invention, The risk, Vision ) As a dependent variable. The study was conducted on a Intentional sample consisting of (75) Director of various specialties and levels in the Ministry of Higher Education and Scientific Research of Iraq We use questionnaire as tool for collecting information, then we analyzed these information by using (spss) program. Our findings suggested that there is a correlation and effect relationship between Strategic Leadership and Strategic Entrepreneurship In the organization in question Strategic Leadership plan crucial role in making employees more committed and in deepening the spirit of belonging and organizational loyalty. Value of justice and the value of teamwork have no effect on deepening the ongoing commitment with the organization In the final analysis, it works to achieve strategic leadership, The most important recommendation is to involve staff in courses In how to research and development Which is in support of human capital in turn, it is the cornerstone of creativity and innovation.*

**Keywords:** Strategic Leadership, Strategic Entrepreneurship

## 1. Introduction

The world today is undergoing profound and unprecedented transformations, In terms of the increasing importance of the role played by modern technology in our daily lives, This leads to a change in the determinants of reaching success and reaching a vision in the world of today's organizations, It also changes business rules, values and survival factors, The success and progress of organizations in contemporary times is achieved through the adoption of strategies by the leaders of the organizations and their governing bodies as a means to achieve organizational goals, Among these goals is entrepreneurship through leadership to ensure customers' desires and needs and compete in global and local markets, The size of the great competition between the organizations operating in various fields necessitates the senior management to keep pace with those developments through the presence of strategic leadership capable of making their organizations a leader in the field of business compared to competitors, The most prominent characteristic of strategic leadership from other administrative methods is that it is capable of achieving entrepreneurship, Many studies and studies have shown in different ways the role of this important factor. Through this leadership, it is possible to plan strategically in order to provide successful solutions to most of the problems and obstacles to the work of the organization, Which represents an important weapon for public organizations in an environment where problems and obstacles are increasing, especially as these organizations do not seek profitability by adopting their strategic leadership, On that study and analysis of various processes that help to undermine the routine and narrow ideas in the work, Strategic leadership is an important element in the overall system of organizations, And whose managers should understand their dimensions through and through that leadership, The modern management literature refers to the concept of strategic leadership and to the concept of strategic

entrepreneurship and other leading concepts of our time, Under the conditions of competition and changes, the term strategic leadership emerged as a concept and practice Because it has a prominent role on the success of organizations The research was carried out in the building of the Iraqi Ministry of Higher Education and Scientific Research With regard to the strategic leadership axis, the Hitt model, 2001, was used The six sub-sections, The dimensions of strategic leadership have been derived from a repetitive schedule of researchers and writers Finally, the questionnaire was used to clarify the views of the sample.

## 2. Review of References

### 2.1 Concept and the emergence of strategic leadership Stage

Leadership has existed as long as people have interacted, and it is present in all cultures no matter what their economic or social (1) The focus of strategic leadership is sustainable competitive advantage, or the enduring success of the organization. Indeed, this is the work of strategic leadership: to drive and move an organization so that it will thrive in the long (2) Rowe (2001) suggests that the exercise of strategic leadership is a contributor to organizational wealth creation. Since the development of sustainable competitive advantage is the universal objective for all commercial organizations, being able to exercise strategic leadership in a competitively superior manner facilitates the firm's efforts to earn superior returns on its investment (3) we have seen that leadership may be exerted by anyone working within the HR function. There is a strategic leadership role—one that requires thinking in a broad perspective and that is able to view effective people practices from an external and internal point of view. Strategic leadership means thinking, acting, and influencing others in ways that promote the sustainable competitive advantage of the organization, (4) It is defined

as the ability to understand the key elements of creative strategic thinking and to understand the steps of the creative planning process as well as to understand and document the strategic plan, (5), Strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the titular head of the organization but also members of what is referred to as the top management team or dominant coalition, Strategic leadership theory assumes that organizations are reflections of their leaders, Upper echelon theory (Hambrick & Mason, 1984) suggested that the specific knowledge, experience, values, and preferences of top managers influence their assessment of the environment and thus the strategic choices they make. The later expansion of upper echelon theory (6), and last. This literature is largely based on Hambrick and Mason's (1984) theory of upper echelons and examines the individuals responsible for the organization, what they do, and how they do it (Hambrick, 1989). The theory of upper echelons, which was later renamed strategic leadership (Finkelstein and Hambrick, 1996; Hambrick, 1989), suggests positive relationships between a variety of TMT demographic indicators and firm outcomes (7).

## 2.2 The importance of strategic leadership

The importance of strategic leadership includes Achieve a permanent set of capabilities that provide competitive advantage For stakeholders And in the long term And in any sector in which the organization operates, whether formal or informal (2), And therefore its importance It highlights a range of decisions, actions and events Involving the provision of Guidance and building a strategic table, And stir up strategic options, As well as the implementation of those options, and Indicates (8) that important of strategic leadership in, Provide orientation to the organization, and Get the right strategy and policy, Linking the organization to other organizations and society as a whole, and last Choose today's leaders and develop tomorrow's leaders.

## 2.3 Strategic leadership dimensions

### 2.3.1 Determination of strategic direction

Strategic orientation can be described As an expression of the organization's strategy Which includes two parts They: Strategic Planning As part first and Implementation and Censorship as apart second, It helps On translating strategy Within the framework of the planning process Which begins with strategic choice And ends with an evaluation (9) and (10) Indicates that the strategic direction Are perceptions and capabilities And tendencies and administrative desires Which precedes and draws Strategic Planning And develops processes And the direction of the Organization The task of determining the direction of the firm rests squarely on the CEO's shoulders. Once the Executive Chairman and the Board of Directors have determined General purpose and direction of the Organization All employees are enabled by this orientation and vision during strategies Design, And working sessions to achieve this and Individuals can work individually or Members of large groups In order to pursue the Organization's goal These individuals would have been able Provide valuable feedback to the CEO Which act as feedback Which represent reactions Which helps senior

executives To develop the type of ideas required And to make sure of their authenticity (11).

### 2.3.2 Investment of core competencies

The term core competencies is a modern concept The concept spread in business management in the early 1990s Nineties of the twentieth century by the authors, In an article published in a magazine Harvard Business Review, Their study included a statement of reasons Some organizations and companies are distinguished by other organizations and companies, And through a study of some US and Japanese companies The reason was excellence To the possession of those organizations on what is known as the core capabilities Which are not owned by their counterparts (12), and Thinkers addressed strategic management capabilities concept From several angles They noted the great importance And organizations can strengthen these capacities In their internal activities which can add value to the product Therefore, the term core competencies became Since its inception in 1990 Is particularly prevalent among strategic management thinkers And administrative science researchers in general (13) Business organizations operate in highly competitive environments Quick change And try to make use of resources and capabilities Through the analysis unit And coherence of concepts In a logical way To make the strategy consistent with reality capabilities FAO's internal capacities, resources and surrounding variables (14).

### 2.3.3 Maintaining an influential organizational culture

Form organizational culture An important factor for strategic leadership practice Through organizational culture Competitive advantage is achieved Characterized by the organization It controls employee behavior And then control that behavior Therefore, the strategic leaders of the twenty-first century Is the formation of organizational culture The challenges of this century will be Will be cultural rather than technological challenges Or relational And strategic leaders Learn how to shape the culture of the organization In a competitive manner, giving a competitive value to the Organization (15) There must be a correspondence between the organization's structure and culture When the strategy is applied successfully Organizational culture is the product of strategic leadership Provided by the founder of the organization And senior managers Because the founder of the organization is of particular importance In determining culture The founder, values and management of the organization (16), There is no doubt about it There is a strong relationship between strategic leadership And between organizational culture, The strategic leader Seeks to bring a distinct organizational culture By creating a climate conducive to creativity and innovation In addition, organizational culture is the product of strategic leadership Through the cultural style of the organization Being modernized by strategic leadership Which is its supreme management Strategic leadership influences organizational culture Through the way managers adopt them In the delegation of powers and the division and distribution of tasks The presence of strategic leadership Working to bring a distinct organizational culture In order to consolidate administrative practices in an atmosphere of cooperation and cooperation Thus contributing to shaping trends Which is

used by the individual to express his behaviors that are positive or negative (17).

#### **2.3.4 A balanced system of regulatory control**

This is the process through which managers monitor Activities of the Organization and its Members To assess the efficiency and effectiveness of performance And take corrective action to improve performance If it lacks efficiency and effectiveness, Strategic managers are used Strategy and organizational structure Through which they hope to use the Organization's resources efficiently and effectively For the purpose of creating value for customers (18), The concept of censorship refers to the administration Following two fundamental aspects the first: Performance and implementation within the organization And its external competitive environment and Second know about possible change directions And impact on the operations and future of the Organization (19).

#### **2.3.5 Development of human capital**

Human capital is the knowledge and skills of a firm's entire workforce or citizenry. Strategic leaders are those who view organizational citizens as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully (11), Human capital plays a crucial role in economic growth And poverty reduction From a macroeconomic perspective Lead to accumulation of human capital Improve productivity And facilitates technological innovations And increased returns to capital And makes growth more sustainable Which in turn supports poverty reduction Human capital refers to the skill of the labor force These skills can be learned And sharpen them through education Consequently, any discussion of human capital should address education and The effectiveness of strategic leadership is most effective in this century Will be through these strategic leaders Who find ways of knowing In order to generate more knowledge And that this can only be done through the presence of suitable human capital) 20)

#### **2.3.6 Emphasis on ethical practices**

We define "human capital" as the collective experience, knowledge, and expertise of those contributing to an organization's mission. We are primarily interested in the organization's employees and the knowledge they hold, but we also take a broader view that human capital includes other constituencies that are central to the organization's mission (e.g., contractors, customers, international partners, universities, etc.). The focus, however, is on the organization's employees and the brainpower they possess. Once their role is further identified, then supporting roles can be provided by the other important human capital groups, Human capital refers to the "brainpower" of the employees (21), Human capital is the knowledge and skills of a firm's entire work or citizenry. Strategic leaders are those who view organizational citizens as a critical resource on which many core competencies are built and through which competitive advantages are exploited successfully. In the global economy, significant investments will be required for the firm to derive full competitive benefit from its human capital. Some economists argue that these investments are "essential to robust long term growth in modern economies

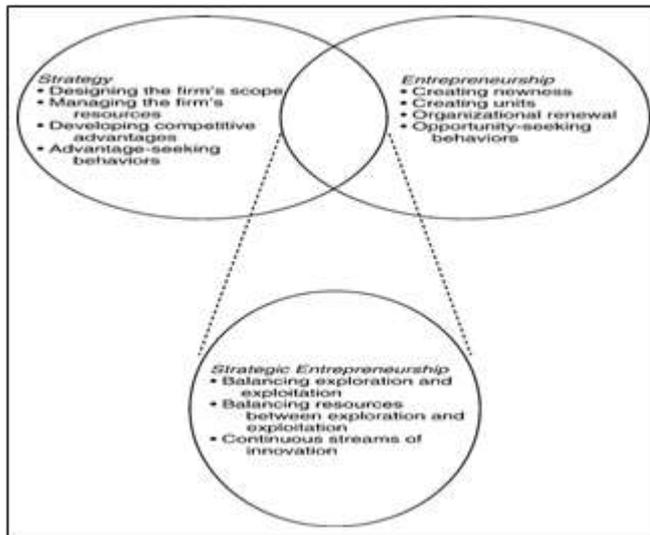
that depend on knowledge, skills, and information However, knowledge cannot breed knowledge and core competencies cannot be emphasized and exploited effectively in the global marketplace without appropriate (11) In the global economy, significant investments will be required for the firm to derive the full competitive benefit from its human capital. The global economy allows firms to earn a financial premium by using competitively superior practices in the location, selection, and consequential development of human capital. A major reason is that skilled labor is expected to be in short supply during the first part of the 21 st century. Greater workforce diversity is another issue that will confront strategic leaders in the 21st (22).

### **2.4 Strategic Entrepreneurship**

#### **2.4.1 Strategic Entrepreneurship Concept**

The concept of strategic entrepreneurship is one of the modern concepts in the field of administrative sciences The concept of strategic entrepreneurship was built on the methods and theories borrowed from other sciences (23) but the term 'strategic entrepreneurship' was first introduced by Herbert & Brazeal (1998) and subsequently heralded by Hitt & Ireland (2000). The field was officially birthed it could be argued with a dedicated 2001 special issue on strategic entrepreneurship by the Strategic Management Journal. It was later amplified by Hitt et al. (2002), and adopted by many others (24) , The root driver for entrepreneurship is discontentment (motivated toward contentment), which is met by (bridged with) expertise and mastery (motivated toward pleasurable development and demonstration of skills) and manifested as drive fueled by optimism, forming the entrepreneur's driven mindset (25), Strategic entrepreneurship (SE) involves simultaneous opportunity-seeking and advantage seeking behaviors and results in superior firm performance ∩ Firms, therefore, create wealth by identifying opportunities in their external environments and then developing competitive advantages to exploit them ( 26) Based on this work, we conclude that strategic entrepreneurship results from the integration of entrepreneurship and strategic management knowledge strategic management examines firms' efforts to develop sustainable competitive advantages as a determinant of their ability to create wealth . Favorable market positions (Porter, 1985) and the possession of valuable, rare, imperfectly imitable, and nonsubstitutable resources idiosyncratic to the firm are the most frequently cited sources of sustainable competitive advantage. Recent arguments suggested that the most important competitive advantages are based on resources that are more valuable, rare, imperfectly imitable, and no substitutable than those held by competitors Some have argued that entrepreneurship focuses on newness and novelty in the form of new products, new processes, and new markets as the drivers of wealth creation. Somewhat differently, discovering and exploiting profitable opportunities is the foundation for wealth creation through entrepreneurship. Both of these viewpoints agree that opportunity recognition is at the heart of entrepreneurship. Indeed, the ability to create additional wealth accrues to firms and individuals with superior skills in sensing and seizing entrepreneurial opportunities ( 27), The figure below shows that strategic entrepreneurship is the

intersection between entrepreneurship and strategic management (28).



## 2.4.2 The dimensions of strategic entrepreneurship

### 2.4.2.1 Discover opportunities

There are factors that contribute to identifying opportunities engaging in an active search for opportunities; alertness to them; and prior knowledge of an industry or market. The field of entrepreneurship strongly concurs with Shakespeare's words about the importance of recognizing, and acting upon, opportunities. Indeed, opportunity recognition is widely viewed as a key step in the entrepreneurial process (29), as previously noted, an important step in the entrepreneurial process is opportunity recognition (30) Further, it is assumed that the entrepreneur believes there is an expectation of success sufficient to deploy the necessary resources to begin the venture. Should the venture prove successful, the entrepreneur's beliefs about the opportunity are confirmed and the venture continues (31) Opportunity identification has been identified as an essential capability of entrepreneurs and has become an important element of the scholarly study of entrepreneurship (32) Long and McMullan (1984) suggest that the opportunity identification process should be thought of as a process occurring over time rather than as a single moment of inspiration., opportunity identification is the result of a myriad of personal, social, cultural, and technological forces (Pre Vision) which somehow meld together and somehow lead to the perception of a possible market opportunity (Vision). In this framework, the Vision represents the good idea, which may or may not be an entrepreneurial opportunity. The idea is then evaluated and refined until the individual has an opportunity or not (33)

### 2.4.2.2 Innovation

Some emphasize that creativity represents something new (modernity) Others offer creativity to different institutions, Or is the cantage and application of new ideas, processes, products and services in a given range, Others see creativity and improvement as one thing, Others see it as an important change without being radical (34), Considerable evidence now suggests that employee creativity can substantially contribute to organizational innovation, effectiveness, and survival When employees exhibit creativity at work, they

produce novel, potentially useful ideas about organizational products, practices, services or procedures (Shalley) The presence of these creative ideas increases the likelihood that other employees will apply the ideas in their own work, further develop the ideas, and then transfer them to other individuals in the organization for their own use and development. It is the use and development of creative ideas that allows the organization to adjust to shifting market (35). in fact that, like intelligence, creativity represents a highly complex and diffuse construct Of somewhat greater import, however, is the lack of a sound general definition of creative behavior. Some investigators, such as Guilford (1950, 1967) and Kris (1952), have defined creative behavior in terms of the production of ideas. Along similar lines, Tyler (1978) argued that creativity involves the recognition of possibilities. In the work of MacKinnon (1962), it appears that creativity is considered an attribute of personality or a particular kind of response style. On the other hand, Cattell (1971) seemed to conceive of creativity as a form of problem-solving ability (36) Finally (37) points out that creativity is in two forms: the first is called radical creativity It is called penetration and represents a new product or process that is completely different from the previous one, And achieved a major strategic leap in the market, The second form of creativity is called (progressive improvement), It represents a new product through many small improvements Which have been introduced to existing products These improvements are essential and their accumulation is innovative.

### 2.4.2.3 Risk aversion

Risk is an inherent part of any decision-making process. Risk and uncertainty are unavoidable in the planning, design, construction, and management systems. Risk cannot be perceived simply as a one-dimensional objective concept, such as the product of the probabilities and consequences of any event. Risk perception is inherently multidimensional and personalistic, with a particular risk or hazard meaning different things to different people and different things in different contexts. Given the conditional nature of all risks, assessments of risks are derived from social and institutional assumptions and processes; that is, risk is socially constructed ( 38) administrative decisions are characterized by (a) elements of risk, uncertainty and inequate information and (b) multiple, no commensurate, competing, and often conflicting objects. To manage risk, professionals must assess it. This is usually done by a process of its identification, quantification, and evaluation. Thus, the assessment and management of risk is essentially a synthesis and amalgamation of the empirical and the normative Risk assessment is a systematic, analytical method used to determine the probability of adverse effects, whereas risk management is a systematic process of making decisions to accept a known or assumed risk and/or the implementation of actions to reduce the harmful consequences or probability of occurrence (39) It is necessary to draw a distinction between the ideas of risk and hazard. Risk refers to a source of inevitable outcome and without possibility, either hazard show possibility of loss or injury" and the "degree of probability of such loss (40).

#### 2.4.2.4 Flexibility

The ability to anticipate and respond to opportunities or pressure for changes, both internally and externally, is important to ensure competitiveness and sustainability of an organization. Flexibility management is emerging as a key competitive strategy in response to the constantly changing competitive environment. Authors have attempted to relate the value of flexibility to crisis management, real option approach and human resource management in construction business. It appears, however, flexibility management is widely recognized as a multi-dimensional concept, Gupta and Goyal (1989) defined 'flexibility' as the ability to cope quickly with changing circumstances and environmental uncertainty. Bucki and Pesqueux (2000) shared the view that being flexible allows organization to vary and adapt according to the environmental changes or organization's needs (41), much has been written in recent years about "flexible factories" and "flexible manufacturing systems" able to produce a variety of quality products at low cost. Yet the lack of standard and precise definitions has limited the use of the concept of flexibility in strategic and competitive analysis (42) flexibility is a complex, multidimensional, and hard-to- capture concept. At least 50 different terms for various types of flexibilities can be found in the manufacturing literature. Usually, there are several terms referring to the same flexibility type. Definitions for these terms that have appeared in the literature are not always precise and are; at times even for identical terms, not in agreement with one another (43) The concepts of flexibility and/or strategic flexibility are not new. They appear in the management literature as early as the 1950s. However, in the decades since, the concept has been defined in numerous ways and has become shrouded in vagaries and ambiguity (44) Strategic flexibility has been defined as "a firm's abilities to respond to various demands from dynamic competitive environments," (Sanchez, 1995: 138). Flexibility provides organizations with the ability to modify current practices in response to non transient changes in the environment. Weick (1979) argues that flexibility requires detecting changes in the environment and retaining a sufficient pool of novel actions so that these changes can be accommodated. In contrast, Teece, Pisano, and Shuen described the need for firms in dynamic environments to "...reconfigure the firm's asset structure, and to accomplish the necessary internal and external transformations (45) There has long been widespread adherence to the view that organizational survival and success depends, to a greater or lesser extent, on the degree to which organizational features incorporate a level of flexibility that allows them to adapt to changes in their environment . In recent times, this emphasis on flexibility has increased further as developments such as industry deregulation and advances in new technologies are seen to have heightened the competitiveness of markets and the pace and volatility of change During the last decade, the factor that has been particularly adduced to signal a growing turbulence in product markets has been globalization. The reduction or removal of time and space as barriers to trade, and the resulting integration of spatially separate markets, has given (and continues to give) rise to an intensification in market activity, as a progressively greater proportion of the total market for goods and services becomes subject to

competitive pressure. The upshot is seen to be an ever-increasing need for organizations to be capable of adapting to rapidly changing conditions. Such adaptability takes various forms, be it in terms of how organizations function (for example, whether they exist on the basis of direct ownership or through franchising arrangements), how they position themselves within new markets (through growth, acquisition, or strategic alliance), how they are internally configured (the degree of centralization/decentralization), how they organize production of goods and services (e.g.. make or buy decisions), or how they organize their workforce (such as the mix of permanent and temporary contracts, patterns of labour deployment, and reward structures (46).

#### 2.4.2.5 Vision

Vision technically remains a "hypothetical construct" one that is not directly observable and vision is the art of seeing things invisible, Researchers have seen vision as important to leadership, strategy implementation, and change. Despite its seeming importance, vision is still not defined in a generally agreed upon, Some authors have suggested that vision is a form of leadership in which a "visionary leader" alters an organizational culture to bring others to understand, accept, and carry forward his or her plans for the organization, others have viewed vision as one of the critical tasks top organizational leaders perform and as a demonstration of leadership competencies. Vision may also represent a pattern of organizational values that underlies a unique visionary pattern for an organization's future (47), The leader who can help people see the future becomes influential. Future focus is motivating because when people see this shared vision, they start moving together toward that end (48), That's setting defined vision as a concept that allows the company to think about what it wants to be, what it wants to attain, in the future. It is the concept that provides direction, enables it to know where it wants to go. But all this could also be said of a company's objectives. Objectives also look to the future; they too enable us to think about what we want to achieve. So what is the difference between vision and objectives? Objectives have one clear difference from the vision, namely that they are quantifiable. Furthermore, they are quantifiable in two ways: time and the goal pursued. An objective always implies time. It is to be achieved in six months, or one, three or five years; it always includes a temporal component. Objectives can be regarded as the concrete form taken by the vision; for this reason, in the sculpture we are building the objectives are located underneath the company's vision (49) Entrepreneurship is about the creation of a new order and changing the rules of the game, consequently, strategy in such firms is a visionary process. Entrepreneurs rapidly change the firm's direction and redeploy resources. Ventures which persevere are led by entrepreneurs who continuously see what is not there, constantly strive to make the evolving vision a reality, and are willing to accept failure as a part of the meta-learning process (50), For example, Lipton defined vision as a combination of mission, strategy, and culture, where mission was defined as the purpose of an organization, strategy as a basic approach to achieving the mission, and culture as the values of an organization that support purpose and strategy. Other scholars, attempted to explicitly separate vision and

mission, stating that vision needs to come first in order to subsequently drive development of mission and strategy Vision is also seen as closely related to organizational goals and strategy although strategy does not specify the desired future in the vision, but provides ways of achieving the vision (51) in the end, the seven vision attributes : (a) brevity is the degree to which a vision statement contains ; (b) clarity is the degree to which a vision statement directly points at a prime goal it wants to achieve within a clearly-indicated timeframe; (c) abstractness is the degree to which a vision statement is not a one-time goal that can be met, resulting in the vision then being discarded; (d) challenge is the degree to which a vision statement motivates members to try their best to achieve a desirable outcome; (e) future orientation is the degree to which a vision statement indicates the long-term perspective of the organization and the environment in which it functions; (f) stability is the degree to which a vision statement is unlikely to be changed by any market or technology change; and (g) desirability or ability to inspire is the degree to which a vision statement specifies a goal and how the goal directly benefits staff, (52).

### 3. Search Results Analysis

This axis includes presentation and analysis of the results demonstrated by the questionnaire and sample response analysis for the independent variable of Strategic Leadership and dependent variable of Strategic Entrepreneurship

**Table 1:** The importance of the dimensions of the strategic leadership axis according to the difference coefficient

Dimensions of the organizational power axis	Arithmetic mean	standard deviation	Coefficient of variation	Ranking
Determination of strategic direction	3.66	0.65	17.7	second
Maintain organizational culture	3.67	0.64	17.4	first
Development of human capital	3.47	0.82	23.6	Sixth
Discover and maintain core competencies	3.47	0.75	21.6	Fifth
Ethical practices	3.55	0.75	21.1	Fourth
Create balanced regulatory control	3.62	0.71	19.6	Third
Total	3.59	0.61		

**Table (1) shows** that the strategic leadership axis achieved an average of 3.59, Which is greater than the mean value of (3), On the measurement area and within the range ( 3.51-5), Giving an indication of a fairly high response level, This is what respondents have shown towards all dimensions of the strategic leadership axis, But it did not reach the optimum degree, which calls for review of the implementation of the paragraphs of those dimensions, In order to upgrade them in the future, The value of the standard deviation for the same axis (0.61) is denoted, To the lack of dispersion in the sample answers, Which indicates the similarities in the sample responses. And for the purpose of the statement of any dimensions more important than others, The coefficient of variation was used based on the arithmetic mean and the

standard deviation, Having acquired the organizational culture has gained importance in the first place, According to the respondents, the difference coefficient (17.4), The second strategic approach was solved by a difference factor (17.7), And to find balanced regulatory control in the third place of importance by the coefficient of difference (19.6), After solving the ethical practices IV by a difference coefficient (21.1), While the fifth rank after the discovery of the intrinsic capabilities and the coefficient of difference (21.6), The sixth and final rank has been resolved after the development of human capital and the parameters of difference (23.6).

**Table 2:** To determine the importance of moving the strategic entrepreneurship axis according to the difference coefficient

Extending the strategic leadership axis	Arithmetic mean	Standard deviation	Coefficient of variation	Ranking
Identify opportunities	3.61	0.65	18	The second
invention	3.52	0.67	19	the fourth
Risk aversion	3.35	0.66	19.7	Fifth
Flexibility	3.62	0.63	17.4	First
Vision	3.56	0.66	18.5	third
total	3.53	0.56		

Table (2) shows The strategic entrepreneurship axis shows an arithmetic mean of (3.53) Which indicates a high degree shown by the sample towards the dimensions of this axis Which fall within the range ( 3.51-5) The general standard deviation of this axis is indicated (0.56), Which indicate a lack of dispersion in sample responses, The importance of excluding strategic entrepreneurship is as follows, After that flexibility gained first importance, As the coefficient of difference (17.4), As for the chances of the second place as the coefficient of difference (18), While solving the third vision and the difference coefficient (18.5), While invention reached fourth place and a difference coefficient (19), Solution after the adoption of risk in the fifth position and the difference coefficient (19.7)

**Table 3:** Test the correlation between Strategic Leadership and strategic entrepreneurship

Variable strategic leadership	The dimensions of strategic entrepreneurship	Spearman correlation coefficient	Calculated (t) value
	Identify opportunities	**0.600	6.408
	innovation	**0.696	8.281
	Risk aversion	**0.698	8.328
	Flexibility	**0.510	5.065
	Vision	**0.744	9.513

Table (3) shows the correlation between the Strategic Leadership And strategic entrepreneurship, Achieve the strategic leadership variable in general In association with all sub-dimensions of the strategic entrepreneur variable Which are within the axis The correlation coefficient values were reached (0.600, 0.696, 0.698, 0.510, 0.744) Of the sub-variables Identify opportunities, innovation, Risk aversion, Flexibility, Vision Respectively, The most significant variables were associated with strategic leadership, Is Innovation, All relations were also positive, And significant significance At a significant level (0.01), Be a value of (t)

Calculated To push the sub-axis of strategic entrepreneurship Are larger than their spherical counterparts And the amount (2.644) It is as follows (6.408, 8.281, 8.328, 5.065, 9.513) Which means a strong positive relationship between strategic leadership and the sub-dimensions of the strategic entrepreneurship hub This means that whenever it is Strong strategic leadership has led to the advancement of strategic entrepreneurship

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