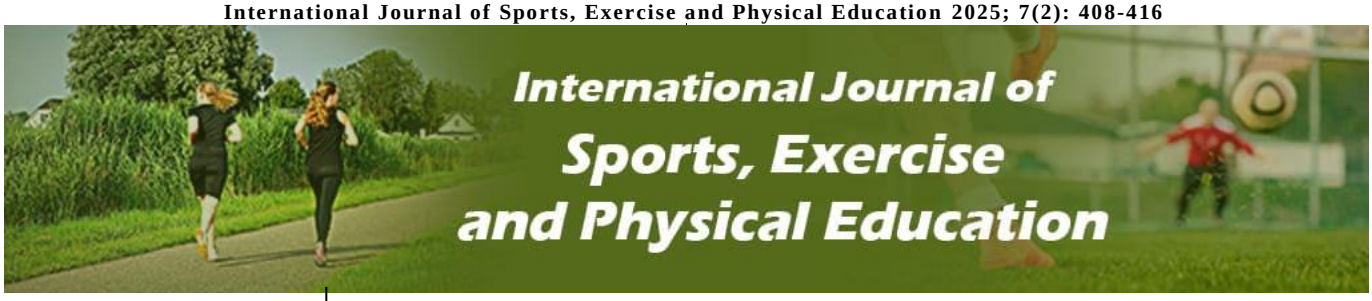

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The role of foresight orientation of administrations in shaping the future vision of Iraqi sports federations from the perspective of their members

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Abstract
This study aims to identify the role of foresight orientation of administrations in shaping the future vision of Iraqi sports federations from the perspective of their members and presidents. The research problem stemmed from the organizational, financial, and administrative challenges facing these federations, and the urgent need to adopt a foresight approach capable of anticipating environmental changes and formulating long-term goals that enhance the sustainability and competitiveness of sports work. The researcher developed a scale to identify foresight orientation. The study relied on the opinions of 90 members of sports federations in Baghdad, using a scale to measure the level of foresight orientation across five key areas. The results showed that the overall level of foresight orientation was moderate, with the areas of proactive planning and decision-making, and participation and strategic partnerships ranking highly. Conversely, the areas of risk management and awareness of future variables were found to be less developed. The study concluded that enhancing the future vision requires developing the capabilities of sports administrations in scientific foresight, adopting innovative planning methods, and effectively involving members in formulating future visions.

Keywords: Foresight orientation, future vision, sports federations

Introduction and Research Significance

Modern sports administration is a fundamental pillar in shaping the future of sports federations, given its significant responsibility in facing the rapid challenges the sports sector is witnessing, both locally and internationally. In a highly competitive and changing environment, the foresight orientation of administrations emerges as an effective mechanism for anticipating events and analyzing future indicators, which contributes to shaping clear and sustainable visions for sports federations.

Foresight orientation is not limited to short-term planning; it extends to reading the current reality and sensing potential changes in organizational, economic, social, and technological domains. This allows administrations to formulate long-term strategies that enhance the federations' ability to develop and remain competitive. The construction of a vision is not exclusive to administrations but also involves the participation of members as key partners in decision-making. They represent a vital source of feedback on the federation's needs and aspirations. Therefore, their involvement in shaping the future vision enhances its legitimacy and increases its chances of success.

A future vision is the administrative ability to anticipate expected changes in the internal and external environments by collecting and analyzing information and formulating future scenarios that help in creating policies and programs to achieve sustainable development. It represents a qualitative shift from traditional, reactive management to proactive, future-oriented management. It is an ideal image of what federations aspire to achieve in the coming years, reflecting their orientations, values, and strategic goals. The foresight orientation of administrations is a key factor in formulating this vision, as it provides a realistic basis built on scientific analysis of variables, making it implementable and compatible with the requirements of the next phase.

From this perspective, studying the role of the foresight orientation of administrations in shaping the future vision of Iraqi sports federations, from the perspective of their members, is an important step to understanding the strategic awareness of administrative leaders. It also

reveals their ability to activate future planning practices in line with the ambitions of members and the needs of the sports community. Hence, the significance of this research lies in:

- Providing sports administrations with practical indicators to help them improve strategic planning methods and anticipate environmental and administrative changes, thereby enhancing the sustainability and competitiveness of sports federations.
- Reflecting the voice of sports federation members as active partners in decision-making, which enhances the chances of adopting more realistic future visions that are suitable for the needs of the sports community.

Research Problem

Many Iraqi sports federations suffer from organizational, financial, and administrative challenges, which makes adopting a foresight orientation essential for facing crises and building a more stable future. Adopting this orientation allows administrations to formulate long-term goals that align with local and global transformations in the sports field.

The foresight orientation of administrations is the cornerstone for formulating future visions capable of ensuring the continuity and development of sports federations. The effectiveness of this orientation is linked to the clarity of the administration's strategic vision, the comprehensiveness of its future plans, and its ability to involve members in the decision-making process. Thus, foresight orientation becomes a tool for institutional and administrative development that contributes to building a pioneering sports movement. The absence of foresight orientation in some administrations leads to the adoption of traditional, reactive management methods instead of proactive initiative, which weakens opportunities for competitiveness and development.

Hence, the research problem arises from the main question:

- What is the role of the foresight orientation of administrations in shaping the future vision of Iraqi sports federations from the perspective of their members?

Research Objectives

1. To identify the level of application of the foresight orientation concept by sports administrations in Iraqi federations in Baghdad and to explore the views of sports federation members on the effectiveness of the administrations' foresight orientation.
2. To demonstrate the role of foresight orientation in shaping the future vision of these federations and to provide practical recommendations for sports administrations that contribute to fostering a sustainable future vision.

Research Hypotheses

1. The foresight orientation of administrations positively contributes to enhancing the future vision from the perspective of sports federation members.
2. The weakness of foresight orientation represents one of the main obstacles to shaping a future vision.

Research Delimitations

This study is delimited by the following parameters:

- **Human Delimitations:** The study is limited to the heads and members of Iraqi sports federations, totaling (178) participants.
- **Temporal Delimitations:** The data was collected over a specific period from (April 8, 2024 to July 18, 2024).
- **Spatial Delimitations:** The study is restricted to sports federations located within Baghdad.

Definition of Terms

Foresight Orientation of Administrations: The administration's ability to anticipate events and analyze potential environmental, organizational, economic, social, and technological variables by employing future strategic planning tools and methods. This is done with the aim of formulating alternatives and policies capable of facing challenges and seizing opportunities. This orientation is considered an effective input for shaping the future vision.

Research Methodology

The researcher adopted the descriptive-analytical approach for this study, as it is the most suitable for the nature of the research topic, which aims to survey the level of foresight orientation of administrations in supporting the future vision among sports federation members. "The descriptive method aims to identify multiple human conditions, values, and relationships. It is the path or method that takes a person from one point to another, or it is the dominant feature of a group of intellectual and behavioral phenomena" (Mata, 1994, p. 62) [8]. Consequently, it helps in understanding the nature of relationships between different variables and extracting scientific implications that contribute to understanding and interpreting reality.

Research Population and Sample

Based on the nature of the problem and the research objectives, the study population was purposefully defined to include the presidents and members of central federations, as this population represents the general framework from which the sample is drawn. The sample was selected randomly to ensure comprehensive representation and accuracy of results. The sample included (178) members and presidents, representing various sports federations (Football Federation, Basketball, Volleyball, Athletics, Weightlifting, Boxing, Gymnastics, Wrestling, Fencing, Judo, Equestrian, Swimming, Rowing, Handball, Rugby, Taekwondo, Hockey, and Baseball). The sample consists of three main groups: a preliminary survey sample (6 members), a scale construction sample (82 members), and the final application sample, which was (90 members). The sample is considered a necessary fundamental in scientific research, as "the researcher resorts to collecting his data and information either from the original population or from a representative sample of that population" (Aqil, 1993, p. 116) [3].

Data Collection Tools Used in the Research

- Arabic and foreign sources.
- Tests and measurements.
- Internet.
- A special questionnaire form to measure (Foresight Orientation for Shaping a Future Vision).

Research Instrument

The researcher adopted the questionnaire as the research instrument to measure the phenomenon of (Foresight Orientation for Shaping a Future Vision). A scale was prepared and constructed using the following steps:

Defining the Scale's Domains

After reviewing theoretical studies and related research, and by analyzing theoretical references and studies related to the topic of (Foresight Orientation for Shaping a Future Vision), the researcher was able to propose (5) main axes that represent the dimensions of the scale.

- **Axis 1 (Awareness of Future Variables):** Awareness of the political, economic, social, and technological changes affecting the sports environment.
- **Axis 2 (Proactive Planning and Decision-Making** The ability to formulate early strategic alternatives to face challenges and make appropriate decisions.
- **Axis 3 (Building and Developing a Future Vision)** Formulating a clear and realistic vision that reflects the aspirations of members and strategic goals.
- **Axis 4 (Risk Management and Opportunity Investment):** Preparing to mitigate the effects of crises and exploit potential opportunities to enhance the sustainability of clubs.
- **Axis 5 (Participation and Strategic Partnerships)** Involving members and stakeholders in formulating the future vision and activating cooperation with supporting institutions.

Each axis includes a set of items that measure it. The five-point Likert scale (Always, Often, Sometimes, Rarely, Never) was used and presented to a group of (7) experts and specialists in the field of management and sports management, starting from Monday, 8/4/2024. The experts reviewed the proposed domains and their definitions and agreed that they adequately cover the scale based on their opinions.

Table 1: Experts' Responses on the Domains of the Foresight Orientation Scale for Shaping a Future Vision

S. No.	Domain	Agree	Disagree	Percentage	Notes
1	Awareness of Future Variables	7	0	100%	
2	Proactive Planning and Decision-Making	6	1	85%	
3	Building and Developing a Future Vision	6	1	85%	
4	Risk Management and Opportunity Investment	6	1	85%	
5	Participation and Strategic Partnerships	7	0	100%	

Defining the Scale Items

The researcher formulated the scale's initial items, which numbered (30) in total, distributed across (5) domains with (6) items for each. These items were presented to a group of experts on Wednesday, April 17, 2024, for evaluation and assessment regarding their phrasing, validity in measuring foresight orientation for shaping a future vision, and their overall suitability for the domains. All items that received an approval rate of 75% or higher, including the comments provided by the experts, were accepted.

Table 2: Experts' Responses to the Items of the Foresight Orientation Scale for Shaping a Future Vision

S. No.	Awareness of Future Variables	Agree	Disagree	Percentage	Notes
1	The administration is interested in monitoring political and economic changes that may affect the club's future.	7	0	100%	
2	The administration constantly follows social and technological developments related to sports activities.	6	1	85%	
3	The administration relies on collecting and analyzing information to estimate potential future changes.	7	0	100%	
4	The administration has a clear vision of the challenges that the club may face in the coming years.	7	0	100%	
5	The administration is interested in studying global trends in the sports field to apply them locally.	7	0	100%	
6	The administration always links the present with the future when making decisions.	6	1	85%	
	Proactive Planning and Decision-Making				
1	The administration seeks to develop alternative plans to cope with sudden changes.	7	0	100%	
2	The administration makes decisions based on a precise study of future data.	7	0	100%	
3	The administrative leaders at the club are keen to anticipate crises before they occur.	7	0	100%	
4	There is a clear mechanism within the administration for periodically reviewing and updating strategic plans.	6	1	85%	
5	Administrative decisions at the club are based on collective participation, which enhances their effectiveness.	7	0	100%	
6	The administration believes that change and innovation are necessary for developing sports education.	6	1	85%	
	Building and Developing a Future Vision				
1	The administration has a clear and declared future vision for the federation's goals.	6	1	85%	
2	The administration involves federation members in formulating its future vision.	7	0	100%	
3	The administration seeks to link the federation's vision with long-term strategic plans.	7	0	100%	
4	The federation's vision reflects the needs and future aspirations of the members.	7	0	100%	
5	The administration continuously reviews and develops the federation's future vision.	7	0	100%	
6	The administration works to collect information that helps it make decisions based on foresight.	6	1	85%	
	Risk Management and Opportunity Investment				
1	The administration identifies potential risks that could affect the federation's activities.	7	0	100%	
2	The administration develops plans to mitigate the effects of potential crises or disasters.	6	1	85%	
3	The administration seeks to invest in available opportunities to enhance the federation's resources.	7	0	100%	
4	There are clear mechanisms within the administration for facing sudden challenges.	6	1	85%	
5	The federation's leaders are keen on balancing risk management with achieving gains.	7	0	100%	
6	The administration periodically reviews and develops the federation's operational vision to avoid emerging risks.	6	1	85%	
	Participation and Strategic Partnerships				
1	The federation's administration is keen to involve members in discussing and formulating future directions.	7	0	100%	

2	The administration works to build strategic partnerships with sports and educational institutions to enhance the club's activities.	7	0	100%	
3	Players and coaches are involved in developing the club's development plans.	7	0	100%	
4	The administration seeks to cooperate with governmental bodies to support the implementation of the future vision.	6	1	85%	
5	The administration encourages the participation of the local community in the club's events and programs.	7	0	100%	
6	The administration relies on partnerships with the private sector to provide additional financial and human resources.	6	1	85%	

Translation of Research Methodology: Scale Preparation and Validation

Instructions for the Foresight Orientation Scale for Shaping a Future Vision

To complete the comprehensive construction and application of the Foresight Orientation Scale for Shaping a Future Vision for presidents and members of sports federations, clear and specific instructions were prepared. This was based on the principle by Wajih Mahjoub (2001) [9] that "ensuring the accuracy of the answer depends on providing instructions that help the respondent choose the correct answer" (Mahjoub, 2001, p. 143) [9].

Accordingly, the researcher ensured the instructions were simple, clear, and easy to understand. The importance of confidentiality was also emphasized to provide a reassuring psychological environment, contributing to honest and trustworthy responses. Participants were asked to answer all scale items without exception, with the assurance that this was for purely research purposes to ensure the quality and accuracy of the data for analysis.

Calculating the Weights of Alternatives

The five-point Likert scale method was adopted for formulating the scale items, as it presents the respondent with a statement and asks them to select a response from several alternatives with different weights (Odeh, 1988, p. 40) [7]. The weights were calculated on a positive scale from (5 to 1) based on the alternatives:

- "Always" was given a weight of (5) points.
- "Often" was given a weight of (4) points.
- "Sometimes" was given a weight of (3) points.
- "Rarely" was given a weight of (2) points.
- "Never" was given a weight of (1) point.

The reverse was applied for negatively worded items.

The Construction Sample Trial

The researcher conducted a construction trial from Monday, April 22, 2024, to Thursday, May 23, 2024. During this period, the foresight orientation scale questionnaires were distributed to and collected from the construction sample, which consisted of (82) randomly selected federation members and presidents from the original population. The responses from this trial sample were collected, processed, and the scientific procedures for the scale were conducted.

Scientific Procedures for the Foresight Orientation Scale

1. Scale Validity

- **Content Validity**

a) **Face Validity:** This refers to the principle that "a measurement tool is valid if it measures what it is intended to measure and the need for this clear characteristic" (Abdul Majid, 1999, p. 14) [5]. It is one of the most important types of validity in educational and psychological measurements, reflecting the extent to which an item is related to the targeted phenomenon. This type of validity is achieved when an expert in the field confirms that the item or the entire scale is appropriate for measuring the trait or phenomenon under study, as noted by Freeman (1998, p. 90) [10]. This was accomplished by presenting the initial version of the "Foresight Orientation for Shaping a Future Vision" scale to a group of experts specializing in physical education and educational leadership to judge the suitability and proper phrasing of the items and their representation of the scale's domains.

- **Logical Validity:** This type of validity was achieved from the initial stages of the scale's preparation by precisely defining the concept under study and accurately identifying its domains and items. This was based on the opinions of a selection of experts and specialists to ensure the comprehensiveness of the items and their representation of all aspects of the targeted phenomenon.

Construct Validity

- **Item Discriminatory Power:**

"This method aims to estimate the validity of a test based on its ability to differentiate between individuals with high scores and those with low scores on the trait or ability measured by the test" (Radwan, 2006, p. 244) [2].

The responses of the entire trial sample of (82) randomly selected members and presidents were collected and processed. The total score for each questionnaire was calculated and then arranged in descending order from the highest to the lowest score. The top 27% (22 questionnaires) and the bottom 27% (22 questionnaires) were selected to represent the extreme groups. The middle 46% (38 questionnaires) were excluded. The use of the 27% ratio provides the largest size and best differentiation.

The t-test was then used to calculate the discrimination coefficient for each of the (30) scale items. The results showed that the calculated significance level for all items was less than the accepted significance level (0.05), which means that all calculated t-values were significant. This is shown in Table (3).

Table 3: Discrimination Coefficient for Each Item of the Foresight Orientation Scale

Item	Group	Mean	Standard Deviation	Calculated t-value	Significance Level	Significance of Differences
Awareness of Future Variables						
1	High Group	4.363636	0.847711	8.625	0.000	Significant
	Low Group	1.954545	0.998917			
2	High Group	3.636364	0.902138	3.662	0.001	Random*
	Low Group	2.318182	1.427164			
3	High Group	4.363636	1.002162	5.556	0.000	Significant
	Low Group	2.454545	1.26217			
4	High Group	3.681818	1.170525	3.830	0.000	Significant
	Low Group	2.227273	1.34277			
5	High Group	3.818182	1.220319	5.730	0.000	Significant
	Low Group	2.045455	0.785419			
6	High Group	4.181818	1.139606	6.091	0.000	Significant
	Low Group	2.000000	1.234427			
Proactive Planning & Decision-Making						
1	High Group	4.500000	0.912871	7.579	0.000	Significant
	Low Group	2.045455	1.214095			
2	High Group	4.045455	1.174218	5.377	0.000	Significant
	Low Group	2.227273	1.066004			
3	High Group	4.454545	0.962500	8.588	0.000	Significant
	Low Group	1.863636	1.037187			
4	High Group	3.909091	1.108800	6.673	0.000	Significant
	Low Group	2.000000	0.755929			
5	High Group	4.409091	0.959121	6.836	0.000	Significant
	Low Group	2.090909	1.269011			
6	High Group	4.363636	0.953463	5.642	0.000	Significant
	Low Group	2.272727	1.453463			
Building & Developing a Future Vision						
1	High Group	3.318182	0.716231	3.687	0.001	Significant
	Low Group	2.272727	1.120451			
2	High Group	3.454545	1.010765	4.269	0.000	Significant
	Low Group	2.136364	1.037187			
3	High Group	3.227273	0.972567	2.194	0.034	Significant
	Low Group	2.454545	1.335496			
4	High Group	3.590909	1.140555	2.792	0.008	Significant
	Low Group	2.545455	1.335496			
5	High Group	3.500000	1.057850	2.949	0.008	Significant
	Low Group	2.363636	1.465328			
6	High Group	4.409091	1.007547	6.533	0.000	Significant
	Low Group	2.136364	1.283427			
Risk Management & Opportunity Investment						
1	High Group	4.090909	1.305997	4.623	0.000	Significant
	Low Group	2.409091	1.098011			
2	High Group	3.727273	0.882735	5.548633	0.000	Significant
	Low Group	2.090909	1.064988			
3	High Group	3.181818	0.795006	3.009543	0.004	Significant
	Low Group	2.318182	1.086119			
4	High Group	3.590909	1.259595	4.342034	0.000	Significant
	Low Group	2.090909	1.019294			
5	High Group	3.727273	1.077113	4.011958	0.000	Significant

	Low Group	2.272727	1.315903			
6	High Group	3.227273	1.342770	3.941190	0.000	Significant
	Low Group	1.909091	0.811177			
Participation & Strategic Partnerships						
1	High Group	3.818182	1.332251	5.086	0.000	Significant
	Low Group	1.909091	1.150945			
2	High Group	4.136364	1.037187	5.777	0.000	Significant
	Low Group	2.227273	1.151885			
3	High Group	4.090909	1.269011	7.069	0.000	Significant
	Low Group	1.772727	0.869144			
4	High Group	3.590909	1.007547	3.529	0.001	Significant
	Low Group	2.318182	1.358794			
5	High Group	3.318182	0.945484	2.657	0.011	Significant
	Low Group	2.409091	1.296849			
6	High Group	3.681818	1.323285	4.547	0.000	Significant
	Low Group	2.136364	0.888844			

Note: The original text contained a slight error in the Arabic for "significant" vs. "random" for item 2 in the first domain. The translation has corrected this to "significant" based on the statistical value.

b. Internal Consistency (Item-to-Total Score Correlation)

The researcher used the Pearson correlation coefficient between each item's score and the total scale score for all (30) items. All items showed internal consistency, as their correlation coefficients were all less than the significance level of (0.05). Table (4) shows the internal consistency coefficients.

Table 4: Pearson's Simple Correlation Coefficients for the Validity of Foresight Orientation Scale Items

Item No.	Correlation Coefficient	P-value	Item No.	Correlation Coefficient	P-value
Awareness of Future Variables			**Building & Developing a Future Vision**		
1	0.401	0.021	1	0.611	0.000
2	0.233	0.039	2	0.442	0.000
3	0.351	0.001	3	0.622	0.000
4	0.394	0.000	4	0.412	0.000
5	0.406	0.000	5	0.501	0.000
6	0.422	0.000	6	0.348	0.002
Proactive Planning & Decision-Making			**Risk Management & Opportunity Investment**		
1	0.414	0.000	1	0.338	0.003
2	0.349	0.001	2	0.254	0.018
3	0.388	0.000	3	0.439	0.000
4	0.422	0.000	4	0.472	0.000
5	0.521	0.000	5	0.389	0.000
6	0.426	0.000	6	0.629	0.000
Participation & Strategic Partnerships					
1	0.349	0.002	4	0.315	0.005
2	0.355	0.001	5	0.379	0.001
3	0.231	0.042	6	0.419	0.000

Scale Reliability

Reliability means "stability; that is, if the measurements of a single person are repeated, the score would show some stability" (Abdul Salam, 1984, p. 219) [4]. The researcher used two methods:

- **Split-Half Method:** This method was used as it is one of the most common reliability methods. The correlation coefficient between the two halves was (0.808) with a p-value of (0.000). The Spearman-Brown prophecy formula was then used to adjust the reliability coefficient, resulting in a final scale reliability value of (0.893). This is a good indicator of high reliability, confirming that the scale is highly dependable.
- **Cronbach's Alpha Coefficient:** This method was also used to calculate reliability based on the same scale construction sample. The reliability coefficient was (0.791).

Scale Objectivity

It was clear that all items were unambiguous to the sample. The scale is also highly objective because it uses multiple-choice alternatives, does not allow for more than one response per item, and contains no open-ended questions. This ensures that the scores obtained by the sample members are not subject to disagreement or interpretation.

Description of the Foresight Orientation Scale for Shaping a Future Vision

The Foresight Orientation Scale for Shaping a Future Vision consists of (30) items distributed across five domains, with (6) items per domain. The scale uses a five-point rating system: "Always," "Often," "Sometimes," "Rarely," and "Never." The minimum score is (30), the neutral score is (90), and the maximum score is (150).

Scale Levels

Scale levels were determined based on the range method, according to the Likert five-point scale. The levels were divided as follows:

Table 5: Percentage and Level Ranks

S. No.	Level	Score	Percentage	Level Type
1	Level 1	1 to less than 1.8	0.2 to 0.36	Low
2	Level 2	1.81 to less than 2.6	0.36 to 0.52	Acceptable
3	Level 3	2.61 to less than 3.4	0.52 to 0.68	Moderate
4	Level 4	3.41 to less than 4.2	0.68 to 0.84	High
5	Level 5	4.21 to less than 5	0.84 to 1.00	Very High

Application of the Scale (Main Experiment)

The researcher applied the Foresight Orientation Scale for Shaping a Future Vision to a randomly selected sample of sports federations. The sample consisted of (90) presidents and members. The scale was distributed from Tuesday, June 18, 2024, to Thursday, July 18, 2024. The data was then statistically analyzed to obtain the results.

Statistical Methods

The statistical data was processed using the SPSS software package.

Presentation of Results for the Foresight Orientation Scale for Shaping a Future Vision

The arithmetic means and standard deviations of the responses from the study sample members were calculated for all questionnaire items, according to the four axes. The arithmetic means and standard deviations were calculated using stem-and-leaf plots. Table (6) shows the results.

Table 6: Results of the One-Sample T-Test to Determine the Significance of the Foresight Orientation Scale

Rank	Domain	Score	Relative Importance	Mean	Standard Deviation	Hypothetical Value ($\bar{X}$)	T-Value	Sig.	Significance	Level
4	Awareness of Future Variables	17.916	18.4%	2.986	1.941	18	0.421	0.521	Random	Moderate
1	Proactive Planning and Decision-Making	20.952	21.5%	3.492	1.687	18	5.212	0.000	Significant	High
3	Building and Developing a Future Vision	20.256	20.8%	3.376	2.041	18	4.451	0.000	Significant	Moderate
5	Risk Management and Opportunity Investment	17.652	18.1%	2.942	1.963	18	0.533	0.496	Random	Moderate
2	Participation and Strategic Partnerships	20.586	21.1%	3.431	2.231	18	5.042	0.000	Significant	High
Scale Total		97.362		3.245	5.801	90	5.987	0.000	Significant	Moderate

Note: at a significance level of (0.05).

Discussion of the Results for the Foresight Orientation Scale

The results show a clear variation in the scale's domains between those with high significance and those that are random or moderate. This reflects the nature of current administrative orientations in the environment of Iraqi sports federations. The domain of Proactive Planning and Decision-Making ranked first, indicating that Iraqi sports federations have a relative readiness to deal with changes by developing proactive plans and making well-considered decisions. This is due to environmental pressures and the changing sports landscape that force leaders to act proactively to minimize risks and enhance competition.

The Participation and Strategic Partnerships axis ranked second, reflecting administrations' awareness of the importance of internal and external partnerships in supporting their future vision. These partnerships allow for the exchange of experiences, expansion of resources, and enhanced ability to face challenges. Previous studies have indicated that building alliances and partnerships is one of the most important determinants of success for sports federations in a resource-limited environment. Faiq Hussein Abu Halima (2004) [1] points out that a successful sports leader is distinguished from an unsuccessful one by several traits, perhaps the most important of which are "the ability to make decisions and engage with the community, bear responsibility, have ambition, and the ability to face challenges" (Abu Halima, 2004, pp. 111-114) [1].

Building and Developing a Future Vision showed a moderate level of significance, which means that there are ongoing efforts to formulate future visions, but they still need further depth and development. The reason for this is that most of the plans developed may be temporary or short-term and not based on a comprehensive foresight analysis of future variables. The results for Awareness of Future Variables were not significant, which reflects the weakness of administrations in monitoring and tracking future variables affecting the sports sector. This may be attributed to the limited use of environmental analysis methods, low investment in future studies, and a reliance on reactive instead of proactive approaches. Studies indicate that "futuristic thinking is the primary basis for building a visionary leadership, which forms a cornerstone for any strategic transformation in educational institutions" (Nanus, 1992, pp. 9-25) [11].

The study results showed that the overall level of using foresight orientation to shape a future vision was moderate, with an arithmetic mean of (97.362) and a hypothetical value of (90). This confirms that the foresight orientation of Iraqi sports administrations is at a moderate level, focusing particularly on the domains of proactive planning, decision-making, participation, and strategic partnerships, while lagging in the areas of risk management and awareness of future variables. This underscores that sports federations need to enhance their capabilities in foresight monitoring and analysis and develop plans for risk management, which contributes to formulating a clearer and more sustainable future vision. Marwan Abdul Majid (2000) [6] emphasizes this by stating that "for the purpose of preparing individuals

and developing their capabilities, there is a need for a leader who is capable of leading them and possesses leadership qualities, including the ability to set goals and the ability to develop programs and plans" (Abdul Majid, 2000, p. 145) [6]. This means that effective leaders are those who have the ability to foresee challenges and deal with them flexibly.

Conclusion and Recommendations

Conclusion

1. A scale for measuring the foresight orientation of Iraqi sports federation administrations was successfully developed.
2. The foresight orientation of Iraqi sports administrations was at a moderate level overall, indicating that while efforts exist to shape a future vision, they remain limited and not comprehensive.
3. The domains of Proactive Planning and Decision-Making and Participation and Strategic Partnerships received the highest and most significant scores, reflecting administrations' awareness of the importance of early planning and building collaborative relationships to support the future vision.
4. The results showed that the domain of Building and Developing a Future Vision was at a moderate significant level, indicating that while visions are being formulated, they lack depth and comprehensive futuristic analysis.
5. The level of Awareness of Future Variables was significantly low, which indicates a weakness in monitoring environmental, political, economic, and social variables that affect sports activities.
6. Risk Management and Opportunity Investment did not achieve a statistically significant level, revealing a limited risk management culture within sports federations and the absence of clear mechanisms to leverage future opportunities.

Recommendations

1. Adopt the Foresight Orientation Scale for Iraqi sports federation administrations in future studies.
2. Enhance the culture of foresight and futuristic thinking within sports administrations by organizing workshops and specialized courses focusing on strategic analysis tools and future scenarios.
3. Encourage sports federations to establish systems for early monitoring of variables through specialized units for environmental, economic, social, and political analysis that affect sports.
4. Develop practical programs for sports **risk management**, including plans for handling crises and investing in emerging opportunities to achieve long-term goals.
5. Adopt a participatory approach with governmental and non-governmental institutions and the private sector in formulating the future vision to strengthen strategic partnerships and ensure the sustainability of resources and support.
6. Integrate the future vision into national sports policies and strategies, so that it aligns with developmental plans in Iraq and enhances the regional and international competitiveness of Iraqi sports.

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