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Agile Leadership and Organizational Sustainability, Between Hope and Reality

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ARTICLE INFO	ABSTRACT
	Agile leadership is the ability to lead impactfully in the face of rapid changes and respond quickly to opportunities in the face of challenges. Agile leadership concepts contribute to providing a dynamic and flexible work environment, which further enhances the team's ability to achieve its goals efficiently and effectively, and through which agile leadership can contribute to the success of the organization in a rapidly changing business world. Leadership is one of the important things in management in general, because leaders bear a greater responsibility, and have a deeper influence than the rest of the caretakers within organizations. Accordingly, leaders must have a set of traits and qualities that distinguish them from the rest of the organizations' members, since leadership is primarily the ability to influence, and therefore requires certain personality traits that leaders must possess. Based on what's mentioned above, leadership is the first component adopted by institutions in developing strategic plans that help achieve goals on the one hand and on the other hand is the basis that is adopted with the aim of organizing work and tasks within institutions in normal times or in times of crisis. Crises are all the unstable periods that organizations go through, which make them unable to achieve stable rates of achievement and achieve their goals. Data analysis may require advanced analytical skills, and some individuals may be against the idea of measuring performance. These challenges can be overcome by involving the team in identifying indicators, collecting data, and using available benchmarking tools such as kanban boards and error tracking systems, as well as providing the required training in using performance measuring tools and data analysis for the team members, in addition to clear communication with the team regarding the importance of performance and how to use the best results to improve it. Agile leadership is considered a strong tool that can be used by organizations to achieve sustainability goals, since the application of agile leadership's principles allows organizations to be more flexible, sustainable, and able to face future challenges, in addition to creating a sustainable work environment that helps build a better future for the next generations.

INTRODUCTION

Agile leadership is considered a modern leadership approach that focuses on flexibility and adaptation to rapid and successive changes in the work environment, and that is an alternative to following long-term plans, since this approach is based on a set of principles and practices that

encourage collaboration, innovation, rapid adaptation to change and continuous evolution. Agile leadership is also defined as the ability to lead impactfully in the face of rapid changes and respond quickly to opportunities in the face of challenges (Hussein, 2021).

The concept of agile leadership is now considered one of the modern concepts in management science, earning the attention of many researchers due the success it achieves in managing organizations. In addition, theories and models have emerged that explain the roles played by the leader who follows the approach of agile leadership since the role of leadership has evolved significantly during the eighties and nineties of the last century in terms of affecting the work environment completely. During that period, the concept of transformational leadership, which focused on enhancing motivation processes, spreading ethical values and raising the performance of employees, emerged. Then, reciprocal leadership appeared, basing its ideas on taking into account the psychological commitment and psychological aspects of the extent of achievement of both the individual and the institution through the exchange of interest. Following that in late nineties, another model of leadership, developmental leadership, was introduced, representing an advanced model of transformational leadership, as it refers to behaviors and principles through which the work environment can operate smoothly without bureaucracy or complications (Yousef, 2025; Zhazira et al., 2024).

Based on that, agile leadership has been referred to as the set of behaviors and principles that serve to add value. It was also defined as behaviors that create value and decrease waste while improving the levels of collaboration. It is, in a more precise sense, behaviors that may be able to prevent the loss of resources, and it is the best method followed by the organization to achieve and implement the best results through harnessing the respect and mutual trust between the leader and individuals. Agile leadership was also defined as leadership that is characterized by flexibility and ease, especially with regards to individuals and work dedicated to training and developing them, with an aspect of severity in solving problems. Overall, it is a leadership that respects and appreciates the value of time and cares about constructive productive ideas, and it is one that avoids behaviors that cause waste of resources and energies by relying on flexible and easy skills (Mohamed, 2023; Khorsheed et al., 2024).

Therefore, agile leadership is leadership that relies on constructive and effective behaviors and principles in performing roles, and it is characterized by its goal of achieving the best understanding of the roles assigned to employees and it works on improving control, time management, and waste reduction, with the result being the reduction in energy loss. It also provides high levels of leader-employee bonds that focus on mutual respect. In agile leadership, the leader focuses more on the end results than on routine operations, and constantly provides positive feedback to individuals and team members to improve performance. In fact, one of its most important basic principles is to focus on individuals as a key driver for success, and encourage cooperation and teamwork among them, as each member of the team contributes his opinions and experiences, leading to better decisions and more innovative solutions, and the ability to adapt to rapid changes in the market and technologies, which is the essence of agile leadership. Teams are also encouraged to be flexible and able to adjust their plans and directions according to new changes that may occur, and the frequent delivery of value by dividing work processes into short stages. Using this method, tangible results can be delivered repeatedly, allowing the reactions to the work that has been done initially to be known and studied, which is then followed by making the necessary adjustments to improve the results and is one of its means to maintain direct and transparent communication between all team members, which is of paramount importance for agile leadership since it allows the exchange of information and ideas, contributes to building trust, and enhances teamwork. It also contributes to the continuous search for ways and methods to improve processes and products as it is an integral part of the agile leadership culture, where the team is encouraged to analyze performance periodically and look for opportunities for improvement and development (Al-Ghamdi, 2021).

Organizational sustainability is also an important concept in all sectors, especially in the education sector, as it refers to the ability of educational institutions to achieve their educational goals in the long term while preserving environmental, social and economic resources for future generations. Accordingly, the dimensions of organizational sustainability in educational administration overlap and interact with each other and can be clarified as follows (Othman, 2024).

- Environmental dimension: This is done by rationalizing energy and water consumption, applying environmentally friendly technologies in school buildings, and using energy-saving devices. It also requires encouraging students and teachers to adopt environmentally friendly behaviors, as well as waste management through waste separation and recycling. In addition, it is important to educate students about the importance of preserving the environment, integrating environmental sustainability concepts into the curriculum, and organizing awareness activities and workshops towards environmental issues. Also, when building or renovating schools, environmental standards, such as the use of environmentally friendly building materials and designing buildings in a way that allows energy savings, must be taken into account (Mahmoud, 2022).

Social dimension: This is done by achieving social justice and ensuring equal educational opportunities for all students, regardless of their social or economic background, in addition to the adherence to social responsibilities and increasing schools' participation in community activities in order to build positive relationships with the local community and support its sustainable development through means like the cooperation with other institutions, providing a safe and healthy educational environment, and promoting positive programs for students and employees (Yousif, 2025).

Economic dimension: This done through the efficient use of resources, the management of financial and human resources efficiently, and reducing costs without compromising the quality of education, while encouraging innovation in the field and developing new educational programs that meet the needs of the labor market. Furthermore, it requires the investment in developing the skills of teachers and staff and providing a stimulating work environment to build partnerships with the private sector and NGOs to support educational activities (Mohamed, 2023).

In general, all institutions seek to survive and continue in the work environment through development and renewal in order to ensure survival and continuity, with organizational sustainability being defined as meeting all the organization's needs at any particular time without compromising the rights of future generations in various social, economic and environmental sectors. It has also been defined as the focus on achieving increased productivity for the organization and its responsibilities towards society, and also as the means to achieve success in the daily work of the institution without affecting its future needs and while maintaining the social and financial capital of the institution. The importance of organizational sustainability is that it helps organizations improve productivity as they work to balance environmental and societal requirements that surround them, and that it affects the economic aspects, whether local or international, and helps institutions avoid crises and failures. Overall, organizational sustainability reflects the organization's commitment to its social and environmental responsibility, with sustainable organizations obtaining a social license to operate that reduces legal and legislative risks (Eid, 2023).

Accordingly, organizational sustainability represents an organization's ability to achieve its long-term goals, while maintaining a balance between economic, social and environmental dimensions. It is also the ability of the institution to achieve continuity and growth without harming the environment and society, and to meet the needs of current and future generations. Organizational sustainability is a comprehensive concept that goes beyond just protecting the environment, but also includes social and economic responsibilities. By adopting sustainability principles, an organization can achieve a sustainable growth, improve its reputation and strengthen its position in the market.

As such, it can be concluded that agile leadership concepts contribute to providing a dynamic and flexible work environment, which further enhances the team's ability to achieve its goals efficiently and effectively, and through which agile leadership can contribute to the success of the organization in a rapidly changing business world (Al-Zahrani, 2024).

Study problem:

Agile leadership is one of the strong tools that an educational institute can use to achieve its organizational sustainability goals since is both flexible and adaptable, making it ideal to deal with the growing challenges facing the education sector, and it can be employed to achieve organizational sustainability in educational management through:

- Forming self-work teams: Forming small specialized teams that include teachers, students and administrators that have the authority to make decisions related to sustainability projects and identify specific, measurable sustainability goals, such as reducing energy consumption or increasing recycling, while periodically evaluating team performance, and providing feedback to improve performance.
- Flexible short-term planning: Developing short-term work plans and defining specific tasks for each period of time while taking into account the possibility of modifying plans when needed, in addition to measuring the achieved results instead of just the tasks completed, and collecting feedback from students, teachers and administrators to improve future plans.
- Effective and transparent communication: Encouraging the exchange of ideas between all members of the school community and the use of various social media platforms and media, and holding regular meetings to keep everyone informed, as well as maintaining transparency in the decision-making process and explaining the reasons behind each decisions made.

Continuous learning and improvement: Providing training programs for teachers and administrators on the principles of sustainability and agile leadership while encouraging innovation, supporting new and creative ideas that contribute to achieving sustainability, evaluating performance periodically, and making the necessary adjustments to improve results.

Accordingly, the problem of the current study is to identify the methods and strategies of employing agile leadership to achieve organizational sustainability in educational administration and contribute to enhancing the awareness about the importance of protecting the environment among students, teachers and the local community. It also contributes to providing a healthy, safe and stimulating learning environment that develops the students' critical thinking, creativity and teamwork skills, and helps build a school community that relies on cooperation and partnership to achieve sustainability goals.

Importance of the study:

Organizations continuously face new challenges that require flexible and quick responses, so the importance of studying this approach is to improve the adaptability to changes, as agile leadership helps organizations adapt to constant market changes, technology and evolving customer needs. Agile leadership also enables organizations to respond quickly to new opportunities and challenges, enhancing their competitiveness, and it further improves performance as it focuses on delivering value to customers on a continuous basis, leading to an improved quality of products and services. Furthermore, agile leadership encourages creative thinking and continuous innovation, which leads to the development of new and innovative products and services, and helps improve process efficiency while reducing waste, with the results being an increased productivity, reduced costs, and enhanced job satisfaction (Abdullah, 2022).

Agile leadership gives employees more autonomy and responsibility, increasing their sense of empowerment and job satisfaction, and it also encourages cooperation and team work, which enhances the team spirit and sense of belonging to the organization. It provides greater opportunities for professional development and continuous learning for employees, and contributes to building a strong organizational culture that is flexible and adaptable to change. Furthermore, it encourages transparency and participation in the decision-making process, which increases trust between management and employees, and adopts the principle of mutual respect among all team members, which creates and provides a positive work environment. In general, agile corporate leadership contributes to achieving environmental and social sustainability goals by focusing on corporate social responsibility, and contributes to achieving financial sustainability for organizations by improving performance and reducing costs (Haila, 2023).

In education management, agile leadership is considered an approach that depends on flexibility and constant adaption with the ongoing changes in the educational environment, since this leadership seeks to create and provide an educational environment that stimulates creativity and innovation, and encourages the active participation of all individuals involved in the educational process. It is an innovative approach that aims to create a dynamic and flexible learning environment that contributes to the development of critical thinking and innovation skills of both students and teachers alike, and it goes beyond the traditional pattern of educational administration, as it focuses on cooperation, flexibility and continuous development. As such, the dimensions of agile leadership in educational administration can be clarified through several basic aspects such as (Al-Zahrani, 2024):

- Focusing on the learning "the student", as the learner is the focus of the educational process, with programs and curricula being designed to suit his individual needs and abilities, in addition to the application of active education by encouraging the learner to participate effectively in the learning process, while providing a learning environment that allows to discover knowledge on his own and uses various assessment tools and methods to measure the learner's progress and provide continuous feedback (Mohamed, 2023).
- Cooperation and team work: This is through the formation of joint work teams between teachers, students and the administration to exchange ideas and experiences, which encourages the participation of students in making decisions that affect them and enhance the spirit of unity and cooperation by creating cooperative learning environment based on trust and mutual respect (Al-Ghamdi, 2021).
- Creativity and innovation: This is done through providing and creating an educational environment that stimulates creativity and innovation, encouraging students to put forward new ideas, and developing the students' critical thinking skills, in addition to allowing to them to analyze information, make decisions themselves, and benefit from modern technology in the educational process (Yousif, 2025).
- Flexibility and adaptability: This is done through adapting with the constant changes in the educational environment and using new teaching methods, in addition to applying flexible planning to make adjustable plans that allow quick responses in case of challenges and help make use of any chances (Al-Zahrani, 2024).
- Continuous Professional Development: This is through the continuous education and encouragement of teachers to develop their skills and abilities, in addition to providing training and professional development opportunities for them and having them participate in decision-making and curriculum development, while building a relationship of trust and mutual respect between the teachers and the management (Abdullah, 2022).

As such, the importance of the current study appears in the need to apply agile leadership in educational administration, since it requires a clear vision and well-defined strategic objectives by the educational institution, and the presence of leaders who have the ability to motivate others and

build an institutional culture that encourages innovation and development, in addition to providing continuous training programs for teachers and managers. Agile leadership in educational administration is an approach that contributes to improving the quality of education and meeting the changing needs of students, as focusing on the student, empowering the teacher, and building a flexible learning environment, allow educational institutions to achieve better learning outcomes.

Study aims:

Identifying the objectives of studying the agile leadership approach is an essential step towards developing and updating leadership skills to suit the requirements of the ever-changing work environment, so this study aims to achieve a set of objectives that can be clarified as follows:

The study of agile leadership contributes to the development of a wide range of leadership skills necessary to succeed in a dynamic work environment, such as effective communication skills.

Building strong relationships, whether in the team or with customers, and developing problem-solving skills, the ability to deal with challenges creatively and flexibly, and the skills of making quick and thoughtful decisions.

Building institutions that are capable of adapting to continuous changes and responding quickly to new opportunities and challenges, since agile leadership contributes to improving organizational performance by focusing on achieving tangible results and reducing waste.

Increasing productivity, and it also encourages creative thinking and constant innovation, which contributes to developing new products and services, and the study also aims to identify the means to create a positive work environment that makes employees feel valued and empowered, leading to increased job satisfaction and improved productivity. Agile leadership also aims to leverage modern technology to improve processes and performance, such as the use of digital project management tools.

 Provide leaders with the required tools and knowledge to lead teams and achieve success in an ever-changing work environment help them build successful and resilient organizations that have the ability to face future challenges and achieve environmental, social and economic sustainability.

The relation between applying Agile leadership and achieving Organization Sustainability:

Agile leadership is considered a flexible approach that aims to adapt to continuous changes and achieve the desired goals, which when applied to organizational sustainability, allows for the achievement of many positive results (Hekmi, 2020).

As such, there are some main applications that can help achieve organizations sustainability, such as:

Continuous adaptation to change:

Change has become the sole constant, with organizations adapting to this change flexibly and quickly being the reason for long-term success. Agile leadership plays a very important role in this context, since it allows organizations to effectively respond to new challenges and budding opportunities, with the continuous adaptation to representing the ability to of the organization to adjust its strategies, processes, and behavior to keep pace with developments in the external and internal environments, and this adaptation is not limited to major changes, but also includes minor and repetitive changes that help improve performance, with the importance of continuous adaptation being that it helps ensure the survival and continuity of the organization in a changing environment (Shawali, 2024).

Adaptation encourages creative thinking and the development of new ideas, and it increases the levels of employees' job satisfaction by involving them in the change process. Agile leadership also plays an important role in enabling organizations to continuously adapt to change, and it is flexible

and adaptable, and encourages collaboration and innovation. One of the principles of agile leadership that supports adaptation is that employees are empowered and involved in the decision-making process, which increases their ability to adapt to change, and enhances cooperation between different teams towards achieving common goals. Employees are also encouraged to constantly learn and develop new skills, with the adoption of flexible approaches allowing organizations to quickly adapt to changes (Sababah, 2023).

Among the practical applications of agile leadership to achieve organizational sustainability is the formation of self-organizing teams that are able to make their own decisions and work independently, as well as adopting agile software development methodologies such as Scrum and Kanban to achieve the required adaptability and flexibility. Also, the use of digital collaboration tools that facilitate communication and collaboration between team members and create an organizational culture that supports change encourages employees to adopt new ideas and embrace change and the need to measure performance continuously (Al-Ahmari, 2024).

Accordingly, the continuous adaptation to changes is considered the key to success in the ever-changing world of business, with agile leadership playing an important role in allowing organizations to achieve this adaptability, since applying the principles of agile leadership allows organizations to build a strong culture that supports flexibility and innovation, contributing to the successful achievement of organizational sustainability on the long term (Othman, 2024).

Improving the quality of the product or the service:

Product and service quality is an important factor for the sustainable success of any organization; in light of the intense competitiveness, customers constantly strive for high-quality products and services that meet their needs and exceed their expectations. Agile leadership also plays a vital role in improving the product and service quality, which contributes to the desired achievement of organizational sustainability. Overall, Agile leadership is characterized by a set of principles and practices that focus on collaboration, flexibility and continuous improvement, all of which are key elements to achieving high quality in products and services (Abdullah, 2022).

Among factor linking agile leadership and quality improvement is the focus on customer; agile leadership encourages putting the customer needs first for everything done. By understanding customer needs and expectations, organizations can develop products and services that meet these needs and outperform competitors, and agile leadership teams work closely together to achieve their common goals, with this collaboration enhancing the exchange of ideas and experiences, contributing to the improvement of product and service quality and encouraging agile leaders to perform continuous improvements through regular performance evaluations and looking for means to improve them. Among the practical applications of quality improvement through agile leadership to achieve organizational sustainability is the formation of small, dedicated work teams to discuss and improve the quality of products and services, called quality circles, the collection and evaluation of customer and employee feedback on a regular basis to improve performance through continuous feedback, and the use of tools and technology to accomplish repetitive tasks and thus improve efficiency (Al-Rameh, 2022).

Therefore, agile leadership is a powerful tool to improve product and service quality that contributes to organizational sustainability, with the possibility customer focus, collaboration and continuous improvement allowing organizations to build products and services that meet customer needs and even exceed their expectations (Helah, 2023).

Continuous measurement and evaluation:

Any production process needs continuous monitoring to ensure product quality, as organizations that adopt agile leadership need an accurate system to measure and evaluate their performance

continuously, and the importance of continuous measurement and evaluation is due to the fact that it helps to measure and evaluate to identify areas that need improvement, which drives institutions towards continuous development. Measurement and evaluation provide a scientific basis for decision-making, which reduces risks and increases the chances of success and enhances measurement, evaluation and transparency in the organization, increasing the trust between the management and the employees. Among the practical applications of measurement and evaluation in agile leadership to achieve organizational sustainability is the use of dashboards to display key performance indicators in a visual and easy-to-understand manner, the conduction of regular questionnaires to measure customer and employee satisfaction, the use of statistical analysis to detect patterns and trends in data, as well as the conduction of periodic reviews to assess the organization's commitment to agile leadership principles (Al-Zahrani, 2024).

As such, the continuous measurement and evaluation are considered key elements of agile leadership, and by collecting and analyzing data and making the right decisions, organizations that adopt agile leadership can achieve continuous improvement in their performance and thus achieve organizational sustainability (Mahmoud, 2022).

Examples of agile leadership applications in achieving organizational sustainability include tech startups that use agile leadership extensively to develop their products quickly and respond to changing market needs. Car companies are also using agile driving to improve manufacturing processes and develop self-driving electric cars. Even some governments resort to using agile leadership to improve the delivery of government services and simplify procedures. In general, agile leadership plays a pivotal role in achieving organizational sustainability by enhancing flexibility, improving quality, increasing productivity, encouraging innovation and improving employee engagement (Hussein, 2021).

Means to benefit from agile leadership in achieving organizational sustainability:

There are many definitions and concepts of leadership since it is considered one of the basic administrative concepts, but it can be defined, in its simplest form, as the ability of a person to influence and direct others, and it includes the ability of the individual to make the right decision from a range of available resources, and also includes the ability of the individual to set a vision clearly and properly, and the ability to set and designate goals for the organization and follow up the achievement of these goals, in addition to providing the needed resources to achieve these goals (Abdullah, 2022).

Agile leadership is considered a process of influencing the behavior of individuals or groups in order to achieve the goals to be reached (Hussein, 2020).

Elements of the Agile leadership process:

Administrative leader: He is the main individual in the leadership process, and has a positive impact within the organization, as he is the one who provides guidance and follow-up in order to achieve the goals of the organization (Sababah, 2023).

Community: The leadership process is primarily a social phenomenon, so leadership is not built unless there is an organized group whose members cooperate in taking responsibility, so if these qualities are present, then there would be interaction between the leader and his followers, and the objectives of the organization would be achieved (Al-Rameeh, 2022).

Common goals: Leaders and followers only come together to achieve common goals of the organization, so common goals must be set clearly and systematically in order to be achieved efficiently (Hussein, 2020).

The importance of agile leadership includes a set of rules:

Agile leadership is an important means to achieve the success of any organization, due to the availability of planning and guidance processes to achieve goals. It also helps in setting long-term strategies and goals for the organization, and therefore the importance of sound leadership can be summarized as follows (Eid, 2023):

- Setting a clear vision
- Decision making ability
- Ability to redirect
- Clarity and realism
- Balance and coordination

- The ability to communicate
- Empathy and Flexibility
- Ability to persevere and commit.
- Improving the work environment and creativity.

There are three main theories for agile leadership, which are (Mahmoud, 2022):

Theories about the basic qualities of a leader

It assumes that the leader must have health and psychological wellness, through which he can achieve high efficiency.

Behavioral leadership theories

They focus on integrating the qualities that must be available in the leader and leadership behaviors in general, which is achieved through flexibility in dealing with the subordinate, his participation in decision-making, and non-authoritarianism, and it generally calls for attention the human aspects required to achieve the goals properly and clearly.

Leadership stopping theories

Simply, they are theories that are based on not applying a single rule in all situations or events, with management principles and rule changes from time to time according to circumstances.

There are many types of leadership, and they vary according to the leader's directions and his intellectual, cultural and social beliefs, and even according to the environmental factors inside or outside the organization, including:

- Dictatorial leadership
- Democratic leadership.

- Autocratic "Authoritarian" leadership.
- Personal leadership

Informal leadership.

Most leadership concepts agree on the importance of the planning process, so after defining the importance and types of leadership, we will know planning in its simplest definitions, which is predicting the future and determining the choice that is most aligned with the principles and foundations using strategies, assumptions and setting goals for work to be accomplished (Helah, 2023).

As such, there are multiple different definitions of sustainability, including:

That sustainability is a process through which the overall goal of the organization is determined and formulated, and the strategies and policies are developed for the organization, in order to save resources and achieve the goals, and the use of strategic planning to achieve sustainability is considered a process that aims to achieve future goals in an organized manner (Abdullah, 2022).

Strategic planning is considered an application of agile leadership to achieve total sustainability, as it a managerial process that includes the organization as a while and it is based on decision making through preset guidelines and strategies to evaluate the performance of the plans (Hussien, 2020).

The importance of strategic planning in Agile leadership:

Through strategic planning, a set of advantages can be achieved for the organization, as planning is one of the most important processes to achieve the organization's goals and this is achieved through (Yousif, 2025):

- The use of planning to help the organization predict the changes that may occur in the work environment before they occur, which reduces risks and allows for changes to be addressed properly.
- Planning allows for the knowledge and innovation in an organization to increase.
- Planning allows the use of quantitative and statistical analysis methods to assist the decision-making process.
- Strategic planning helps integrate goals and prevents any clashing between the management of the organization since it helps in setting priorities.

Strategic planning also helps ease and achieve the processes of effective communication and participation.

Characteristics of the strategic planning process in Agile leadership (Al-Ghamdi, 2021):

A successful strategic planning process depends on a number of characteristics, such as:

- The strategic planning process is not only based on material forecasting, but on the framework of the working group as a whole.
- Strategic planning is a comprehensive and integrated process that works according to an organized framework of ideas and objectives.
- The strategic planning process is considered successful if it's based on a clear goal.
- The strategic planning process is successful when it is aligned with customers and matches the market need and environmental requirements.
- The planning process is concerned with exploiting the available opportunities
- The strategic planning process must be flexible.
- The strategic planning process must take into consideration the participation of both employees and managers.

The main principles of the strategic planning process in Agile leadership to achieve sustainability (Hailah, 2023).

- Providing a database and information systems.
- Providing managerial skills
- The presence of capital resources   - Availability of incentive programs.
- Availability of persuasion skill   - Flexibility

There is a set of elements that contribute to arranging and determining the possibility of achieving sustainability in institutions, and this is in spite of the diversity and differences between institutions and those responsible for decision-making within them. Hence, the pre-planning to support decision-making for the crisis treatment stage, which is done through the prediction of simulation models that help make correct decision, must include information systems in addition to the required data and information (Mohamed, 2023).

Information: Information is one of the important organizational resources that must be available, and decision makers usually use these resources in order to manage achieve the goals in a timely manner. Crisis management also requires the availability of appropriate data and information, which can be done through diversifying the sources used to reach the appropriate decision. It takes a long time to collect research and record information in order to employ it (Al-Zahrani, 2024).

Data: It is the set of facts, ideas and observations, and can usually be expressed in the form of metadata or statistical data.

There are multiple characteristics that support decision-making that:

- Help the decision-maker organize processes.
- Contribute to the development of different simulation models for the problem or crisis, which helps to make the right decision.
- Make the decision support system, which is based at all levels of management within the institution, especially at the level of senior management.
- Allow the decision support system to depend on future predictions through consultation and dialogue with both institutions and individuals.
- Help the decision support system choose the best and most optimal alternative at all levels (Eid, 2023).

How to leverage agile leadership to achieve organizational sustainability can be illustrated as follows:

The Formation of self-organizing task forces:

Self-organized task forces are one of the most important tools that agile leadership rely on to achieve organizational sustainability, and these teams are characterized by their ability to manage themselves and organize their work independently, which contributes to increasing productivity, innovation and improving the quality of work, as they are teams that have full responsibility for setting their goals, planning their work, implementing them and evaluating their performance, with minimal intervention from senior management, and the members of these teams have a great deal of independence and responsibility, which pushes them to make the maximum effort to achieve success. The importance of forming self-organized teams is to increase productivity and innovation, since individuals that feel they're part of the decision-making become more motivated and creative in finding solutions to problems. It also promotes team spirit, as these teams work to build strong relationships between members, enhancing unity and cooperation (Mohamed, 2023).

Organizational sustainability is achieved through providing a flexible work environment that is capable of coping with changes. What sets apart those self-organized teams is their ability to quickly adapt to changes in the outer or the inner work environment, and that it increases the levels of employee's satisfaction when they feel that they're a part of a successful team and that they're contributing to the achievement of the organization's goals. Self-organized teams are formed based on a number of guidelines, including deciding on a common goal, since the team needs to have a common goal that they seek achieving (Al-Zahrani, 2024).

The right members should be selected based on their specialties, abilities and interests, and the team must be provided with the necessary resources to carry out its work effectively. Team members must agree on the roles and responsibilities assumed by each of them by defining roles and responsibilities. Furthermore, continuous training and development must be provided to team members to increase their efficiency. Effective communication between team members, and between the team and the other teams in the organization, is a must, and the team's performance must be evaluated continuously and the necessary feedback must be provided to ensure its continuity and improvement (Eid, 2023).

As such, self-organized teams largely contribute to the achievement of sustainability through increasing flexibility and adaptability, since these teams help the organization adapt to market changes and improve performance, which eventually leads to motivating employees and increases their innovation, followed by the overall improvement in the organization's performance. The teams encourage seeking innovative solutions for problems and challenges that face the organization, and they help it increase its competitiveness in the ever-changing business landscape (Yousif, 2025).

Hence, the formation of these self-organized teams is a long-term investment in the success of the organization since it guarantees its sustainability and growth. Self-organized teams might not be

suitable for all businesses as it requires a strong leadership and qualified trainers, in addition to an organizational culture that supports cooperation and innovation for the self-organized teams to succeed (Al-Zahrani, 2024).

Flexible short-term planning:

Flexible short-term planning is considered a strong necessity to achieve organizational sustainability, since agile leadership relies heavily on this type of planning, as it allows organizations to adapt quickly to unexpected changes and take advantage of new opportunities. Flexible short-term planning is the process of developing detailed action plans for a short period of time, leaving room for correction and adjustment according to developments that occur, and this type of planning involves setting short-term goals, defining the tasks required to achieve these goals, and allocating the necessary resources. In general, it is due to adaptation to change, as short-term planning allows organizations to adapt quickly to changes in the market, technology and economic conditions. Overall, short-term planning focuses on delivering value to customers, which helps achieve sustainable growth, and it makes organizations more flexible and resilient (Eid, 2023).

Short-term planning provides more accurate information for decision-making, helping to avoid mistakes, and it contributes to organizational sustainability by providing flexibility and adaptability to constant changes. Flexible short-term planning is applied by setting clear and measurable goals that can be achieved in a short period of time and setting a specific time period for each goal to be achieved while monitoring and evaluating it, in addition to involving the team in the process of developing and implementing plans, which enhances team spirit, and responsibility. The plans are also periodically reviewed and adjusted based on the feedback and the available data, and with the focus of providing value to customers and employees (Al-Ghamdi, 2021).

Hence, flexible short-term planning might face might face some challenges, including resistance to change, where some employees might find it hard to adapt to short-term planning, and some leaders might feel worried about the lack of a clear future vision. These challenges can be overcome through effective communication, since clear communication with employees about the goals of the organization and the reasons for adopting this method is a must. Employees must be also provided with the necessary training to help them adapt to change, and trust must be built between management and employees through transparency and exposure to new ideas (Othman, 2024).

Accordingly, flexible short-term planning is considered a strong tool for achieving organizational sustainability in the ever-changing business environment, since the adopting of that approach allows organizations to be more flexible and adaptable to future challenges, with the need to periodically evaluate short term performance to guarantee its sustenance and performance (Sababah, 2023).

Iterative Delivery:

Iterative delivery is considered one of the main principles of agile leadership, and it refers to dividing projects into short and repetitive stages, while presenting a usable product at the end of each stage, and this approach provides a lot of flexibility for organizations and allows them to quickly adapt to changes and helps improve the quality of the final product. The importance of iterative delivery in achieving organizational sustainability is due to increased flexibility as frequent delivery allows organizations to adapt quickly to changes in the market and competition, making them more flexible and viable. It also improves product quality by getting continuous feedback from customers and shareholders. Agile teams can gradually improve product quality in each iteration. In addition, frequent delivery breaks down large projects into smaller phases, reducing the risk associated with overall project failure and increasing employee satisfaction; employees feel more satisfied and motivated when they see their work results repeatedly. Iterative delivery contributes to organizational sustainability by providing flexibility and adaptability to future challenges, and it generally is applied by dividing the project into short and repetitive phases called sprints, with clear

measurable goals being identified for each sprint. The team is then involved in the planning and execution process, which enhances team spirit and responsibility, and a usable product is delivered at the end of each race and feedback is collected from customers to develop the product in the following sprints (Hussien, 2020).

Hence, iterative delivery faces some challenges, including resistance to change, since some employees might find it difficult to adapt to this new method. Another challenge is the time constraints, since the team might feel constrained to finish the needed work in each sprint, and there might even be misunderstandings about how to determine goals and measure results. These challenges can be overcome through clear communication with the team regarding the goads of the project and the benefits of iterative delivery, and providing the needed training to help employees develop the required skills and build trust between them and the management through transparency (Abdullah, 2022).

In addition, iterative delivery is a key element of agile leadership, as it plays an important role in achieving organizational sustainability. By adopting this approach, organizations can become more flexible and adaptable to constant changes, as this approach provides great flexibility in adapting to changing changes and evolving needs (Mahmoud, 2022).

Continuous communication:

Continuous communication is one of the most important pillars of agile leadership, as it contributes significantly to organizational sustainability in a dynamic and changing work environment, where effective and transparent communication between all team members and between the team and management becomes critical to ensure smooth functioning and achieve desired goals. The importance of continuous communication is due to the fact that it contributes to increasing transparency about the goals, progress and challenges facing the team, which enhances trust among members. It also helps to improve decision-making by exchanging information and ideas continuously, so that the team can make more informed and effective decisions to build strong relationships between team members (Abdullah, 2022).

There's no doubt that continuous communication improves the spirit of cooperation and team work, and promotes open communication that us based on exchanging new and different ideas of views to promote innovation and promote performance. Continuous communication also contributes to organizational sustainability by providing a supportive work environment for continuous learning and development, and continuous communication can be achieved through short daily meetings (Daily Stand-ups), or weekly, to discuss progress and challenges that face the team, and also through the use of a variety of communication channels such as email, instant messaging, project management tools and workshops and encourage all team members to share their ideas and opinions openly and transparently, as well as providing constructive and specific feedback on a regular basis, whether positive or negative. Among the tools that support continuous communication are project management tools such as Jira and Trello, which provide a central platform for information exchange, cooperation, and chatting tools such as Teams and Slack, and makes instant communication between team member easier (Al-Rameh, 2022).

As such, continuous communication faces some changes, including the difference in cultures, as there may be different communication patterns between team members from different cultural backgrounds, and the difference in languages may also be an obstacle to effective communication, and some members may even hesitate in voicing out their opinions out of fear of criticism. These challenges can be overcome through practices like providing training to improve effective communication and listening skills, encourage mutual respect among team members, appreciate cultural diversity, and create a safe work environment that encourages the free sharing of ideas (Hussien, 2020).

Hence, continuous communication is the foundation of agile leadership and is vital to achieving organizational sustainability by adopting effective communication practices, since organizations can then build strong and flexible teams that can face challenges and achieve success (Hekmi, 2020).

Performance measurement:

Performance measurement is one of the most important pillars of agile leadership, providing organizations with tools to track their progress towards achieving their goals, identify areas that need improvement and make informed decisions about the future, in the context of achieving organizational sustainability, performance measurement becomes more important as it helps organizations assess their progress towards achieving their sustainable goals. Performance measurement is important because it helps identify strengths and weaknesses in performance, allowing teams to make continuous improvements. Performance measurements also provide accurate data to help decision-makers make informed decisions and also increases transparency about individual and collective performance, enhancing trust and accountability. It can be used to encourage individuals and teams to achieve their goal, and also measure performance to guarantee stability, through measuring the progress towards sustainability goals (Al-Ahmari, 2024).

Performance is usually measured through deciding for performance pointers (KPIs), which is a set of indicators that accurately reflect performance that are identified, such as productivity, product quality, customer satisfaction and regular data collection from various sources such as project reports, surveys, error tracking systems and data analysis to identify trends and patterns, as well as identifying areas that need improvement and providing regular feedback to individuals and teams about their performance with a focus on strengths and weaknesses, following which performance measurement results are used to identify corrective actions needed to improve performance (Shawali, 2024).

CHAPTER FOUR: CONCLUDING RESULTS AND RECOMMENDATIONS:

Leadership is one of the important things in management in general, because leaders bear a greater responsibility, and have a deeper influence than the rest of the caretakers within organizations. Accordingly, leaders must have a set of traits and qualities that distinguish them from the rest organizations' members, since leadership is primarily the ability to influence, and therefore requires certain personality traits that leaders must possess.

It is also considered the first building block in strategic planning as one of the steps to growth and achieving the goals of the organization, which requi43w presence of capable leaders that can make the right decisions at the right time while ensuring firmness and commitment to the consequences of these decisions. What's worth mentioning is that Strategic planning itself depends on the possibility of having leaders with a degree of self-discipline, ethics and management, as well as a degree of experience in communication and communication skills and able to influence and make plans.

Based on what's mentioned above, leadership is the first component adopted by institutions in developing strategic plans that help achieve goals on the one hand and on the other hand is the basis that is adopted with the aim of organizing work and tasks within institutions in normal times or in times of crisis. In fact, crises are all the unstable periods that organizations go through, which make them unable to achieve stable rates of achievement and achieve their goals.

As such, there are some challenges to achieving agile leadership in organizations, which hinder the utilization rates in the long and short terms, which requires the beginning of work on identifying appropriate indicators. It can be difficult to accurately identify indicators that reflect performance, and regular and reliable data collection might not be possible. In fact, Data analysis may require advanced analytical skills, and some individuals may be against the idea of measuring performance.

These challenges can be overcome by involving the team in identifying indicators, collecting data, and using available benchmarking tools such as kanban boards and error tracking systems, as well as providing the required training in using performance measuring tools and data analysis for the team members, in addition to the clear communication with the team regarding the importance of performance and how to use the best results to improve it.

As such, performance measurement is an essential tool for achieving organizational sustainability within the framework of agile leadership, as by measuring performance regularly and analyzing results, organizations can make better decisions and improve their performance continuously.

From the previous statements, agile leadership is considered a strong tool that can be used by organizations to achieve sustainability goals, since the application of agile leadership's principles allows organizations to be more flexible, sustainable, and able to face future challenges, in addition to creating a sustainable work environment that helps build a better future for the next generations.

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