

Foresight Strategy Analysis in Strategic Decision-Making Head of School in State Middle School 1 City of Gorontalo

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Abstract: This study aims to 1) describe the strategic decision making of the principal of SMA Negeri 1 Gorontalo, 2) describe the foresight strategy of the principal of State Senior High School 1 Gorontalo City. The approach used in this study uses a qualitative approach with the type of case study research. Data collection techniques in this study using interviews, observation and documentation. As for the results in this study, there are several programs and strategies carried out to meet the aspects of the foresight strategy because the principal of State Senior High School 1 Gorontalo shows a plan or goal to be achieved so that alternative choices are determined based on the right information, speed and accuracy of the procedures and approaches used in the decision-making process. decisions based on the suitability of internal and external conditions as well as follow-up to the implementation of decisions in schools.

Keywords: Foresight, Strategic Decision, And Principal

Introduction

A school is an organization that has a specific goal, namely to carry out educational functions with outputs and outcomes in the form of human resources. The success of an organization in achieving the goals set is determined by a very important function in leadership, namely decision making. The higher a person's position in the leadership of the organization, the decision-making becomes the main task that must be done.

In order for educational goals to be achieved effectively and efficiently, a qualified leader is needed. Quality leaders will greatly affect the success of achieving school quality, because the principal as a reliable leader will be able to manage the overall process of all school activities so that it affects constructively the people under his responsibility to always be on the right track in meeting goals. planned by the school. Each principal has a different style in leading and running and directing its members.

Successful principals, namely the achievement of school goals, as well as the goals of the individuals in the school environment. Therefore, in developing schools it is important for a school to make decisions so that in carrying out its functions, schools require effective decision making. Decision is the process of tracing the problem starting from the background of the problem, identifying the problem to the formation of conclusions or recommendations. These recommendations are then used and used as a basis for making decisions.

Decision-making carried out by the principal aims for opinions that can solve a problem in a certain way/technique so that it can be more accepted by all parties. The problem must first be known and formulated clearly, while the solution must be based on selecting the best alternative from the available alternatives. Decision making requires skills ranging from the process of gathering information, finding alternative decisions, choosing decisions, to managing the consequences or consequences of decisions that have been taken. The decision-making process carried out by the principal must encourage the realization of the school's vision and mission through planned and gradual programs.

In decision making, the principal must have a strategy to be able to solve a problem and create a new plan. One of the strategies that a leader needs to have according to Spears (1995) is that a leader needs to have a Foresight strategy. Foresight is a characteristic that enables servant leaders to understand lessons from the past, current realities and the possible consequences of a decision

for the future. It is also rooted in the intuitive mind. Greenleaf (1977) says that good leaders have a high level of intuitive insight about past and present relationships to the future. Foresight is about understanding the importance and nature of events before they occur. Leaders need to practice predicting what will happen in the future. The ability to understand and be aware of change needs to be continuously trained. One of the exercises that must be done is to create new challenges.

In the foresight strategy, the principal must define a plan or goal to be achieved so that alternative choices are determined based on the right information, speed and accuracy of the procedures and approaches used in the decision-making process based on the suitability of internal and external conditions as well as follow-up to the implementation of decisions in schools. However, there are several obstacles faced by the principal of SMA Negeri 1 Kota Gorontalo in making strategic decisions such as too many people involved so that important decisions are difficult to make and the decision to start doing something new becomes a form of high-risk decision.

Based on the problems that have been raised, the authors are interested in conducting more in-depth research on these problems in the form of research with the title Application of Foresight Strategies in Strategic Decision Making by Principals at State Senior High School 1 Gorontalo.

Research Methods

In this study the researchers used a qualitative approach. According to Lincoln (2009) qualitative research is research that uses a natural setting, with the intention of interpreting the phenomena that occur and is carried out by involving various existing methods. Qualitative approach is an important approach to understand a social phenomenon and individual perspective under study. A qualitative approach is also one in which the research procedure produces descriptive data in the form of written or spoken words from the behavior of the people observed.

This research will be carried out at State Senior High School 1 Gorontalo City. The target of this research is the principal at State Senior High School 1 Gorontalo City. This research was conducted to see the principal's strategy regarding the application of the Foresight Strategy in the Principal's Strategic Decision Making. This research will be carried out for 3 months starting from March to June 2022 including the preparation of research reports.

Data collection techniques used in this study were observation techniques, interview techniques, and documentation studies. The technique used in this research is (Content Analysis) content analysis. Content analysis is a qualitative research technique by emphasizing the constancy of the content of communication, the meaning of the content of communication, the reading of symbols and the meaning of the contents of the symbolic interactions that occur in communication.

Research Results And Discussion

The principal as a leader at the school level in making these decisions must pay attention from all parties, and always try to reduce conflicts both internally and externally, the point is that in decision making must be able to minimize conflicts. The decisions taken can have a major impact on the institution, both positive and negative. Therefore, before making a decision, the principal should study the problem and anticipate everything that might happen after the decision is made.

The principal of State Senior High School 1 Gorontalo before making a decision always consults with all teachers and school staff on matters that will be faced by the school, especially regarding future planning. This is related to the foresight strategy. In the foresight strategy, the principal must define a plan or goal to be achieved so that alternative choices are determined based on the right information, speed and accuracy of the procedures and approaches used in the decision-making process based on the suitability of internal and external conditions as well as follow-up to the implementation of decisions in schools.

The frequency with which decisions are made is also because State Senior High School 1 Gorontalo adheres to a teamwork system, almost all of these decisions are made based on certain portions. There are times when the decision is made once a year or even once a month, in general the decisions taken are based on the programs that have been made, then later evaluation and some improvements will be made.

The decision-making process is a series of activities carried out by a person in an effort to solve the problems being faced and then determine various alternatives that are considered the most rational and in accordance with the organizational environment. This decision-making process is the process or activity of choosing among alternative actions and implementing these decisions by the principal to overcome problems based on situational considerations that the decisions taken are the best decisions. The decision-making process does not occur by chance and random, but through a rational process.

The principal of State Senior High School 1 Gorontalo in making decisions always involves the vice principal and teachers in determining the policies of the school he leads. The principal of State Senior High School 1 Gorontalo has social skills to mobilize teachers, employees, stakeholders in their duties, responsibilities, and authority in making decisions for the progress of the school.

Before a school principal takes a decision, there are several things that must be fulfilled as a precondition stage, these are: (a) There is an effort to achieve goals that cannot be achieved except by positive action, (b) There is a clear understanding of alternative directions, which goals can be obtained under the existing circumstances and limits, (c) There is information and the ability to analyze and assess alternatives, (d) There is a desire to reach the best solution by selecting the most satisfactory alternative for that purpose.

Based on the results of the research above, it can be understood that the decision-making mechanism carried out by the principal of SMA Negeri 1 Gorontalo often carries out initial identification of problem units, formulates problem solving objectives, identifies various alternative solutions, determines criteria for selecting alternative solutions, and determines alternative choices. solution so that it becomes a collection of decisions or policies. Decision-making efforts at State Senior High School 1 Gorontalo are carried out by inviting the presence of the teacher council in a special meeting and then explaining a problem related to the decision to be taken.

In this study the foresight strategy applied by the principal of State Senior High School 1 Gorontalo shows a plan or goal to be achieved so that alternative choices are determined based on the right information, speed and accuracy of procedures and approaches used in the decision-making process based on the suitability of internal and external conditions. and follow-up on the implementation of decisions in schools.

Thus the purpose of the principal's decision making in State Senior High School 1 Gorontalo in this study is a process of selecting the best alternative from several alternatives systematically by the principal to be followed up (used) as a way of solving school problems such as the results of the interview above where the principal always applies the line model. coordination. The important things that become indicators of principal's decision making are choosing the best alternative, determining actions, and solving school problems.

Foresight is a characteristic that enables servant leaders to understand lessons from the past, current realities and the possible consequences of a decision for the future. Leaders need to practice predicting what will happen in the future. The ability to understand and be aware of change needs to be continuously trained. One of the exercises that must be done is to create new challenges.

In the foresight strategy, the principal must define a plan or goal to be achieved so that the determination of alternative options is based on the right information, speed and accuracy of the procedures and approaches used in the decision-making process based on the suitability of internal and external conditions as well as follow-up to the implementation of decisions in schools.

Before making a decision, the principal previously applied a foresight strategy to find information about the problems found, which would be taken into consideration for decision-making steps in the decision-making process, of course, also see what the topic of discussion to be decided was like. And pay attention to various things that must be considered. But sometimes because of the many parties involved, a draft is often made which will later be approved or not at the meeting.

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The steps taken by the principal of State Senior High School 1 Gorontalo always refer to the foresight strategy, which is to carry out continuous renewal in order to meet the infrastructure facilities in schools that can support student learning activities in schools, both academic and non-academic learning that can support quality improvement. education, and educational services to students and all employees in schools, besides that the principal also provides encouragement and motivation to teachers and students to be able to study and work productively at school, fulfill infrastructure facilities in accordance with technological developments so that all school members can make maximum use of the existing infrastructure in the school.

The strategy carried out by the principal of State Senior High School 1 Gorontalo in improving the quality of education based on the planning carried out by the principal is planning school programs that refer to 8 educational standards, increasing teacher professionalism in schools, conducting special coaching activities for outstanding students, for obstacles faced namely the problem of funding to run school programs. The solution to overcome these obstacles, the principal of State Senior High School 1 Gorontalo always refers to the foresight strategy, which is to evaluate the program that has been running after that making plans to be able to maximize the program.

According to the European Commission (2010), Strategic Foresight is defined as a process that combines three fundamental elements, namely a prospective (long-term or forward-looking) approach, a planning (including policy-making and priority setting) approach, and a participatory approach (involving stakeholders and resources). knowledge).

Analysis of school readiness to implement programs and activities is a very decisive factor in the selection of programs and activities. In this stage regarding future school development plans, the principal of State Senior High School 1 Gorontalo refers to the foresight strategy. Foresight strategy aims to engage staff from all levels of the organization to create about the future. This requires a process in which assumptions about the future can be kept secret and issues important to the future can be discussed. This allows new ideas to be introduced and information about the operating environment to be shared.

In analyzing the past, the principal of State Senior High School 1 Gorontalo sees the success that has been achieved as something that needs to be maintained, and develops strategies that have been implemented. As well as failures that occur as something that needs to be evaluated and used as learning material so that mistakes that have been made in the past do not happen again.

The importance of knowing the past of the organization can be seen in the right knowledge and perception of two things, namely: the success achieved and the supporting factors and the lack of success or maybe even failure and the factors that cause it. The point is to learn from past experience so that success is used as capital to continue to be developed, and lack of success or failure is used as lesson material so that mistakes that have been made in the past do not happen again.

This is in line with the opinion of Brewer (2010) which states that foresight is the ability to learn from past mistakes and grow from failure. Foresight avoids making the same mistakes over and over again in predicting future targets. The ability to predict is a characteristic that allows leaders to understand past lessons, present realities and the possible consequences of a decision in the future.

The thing that needs to be considered in analyzing foresight is to analyze the strengths and weaknesses they have. In identifying strengths, the principal of State Senior High School 1 Gorontalo is looking for ways so that these strengths can continue to be developed so that they can be maintained, developed and achieve maximum results. In identifying weaknesses, the principal tries to turn existing weaknesses into opportunities. These weaknesses need to be analyzed, controlled, turned into something that can become strengths and opportunities in order to achieve goals. The importance of recognizing the present lies in its benefits to determine the direction and strategies that will be taken in the future.

Conclusion

Based on the results of research and discussion of Foresight Strategy Analysis in Decision Making at SMA Negeri 1 Gorontalo, the researcher finally concludes, that in this study the foresight strategy applied by the principal of State Senior High School 1 Gorontalo shows the plans or goals

to be achieved in order to determine alternative choices. based on the right information, speed and accuracy of the procedures and approaches used in the decision-making process based on the suitability of internal and external conditions as well as follow-up to the implementation of decisions in schools.

The steps taken by the principal of State Senior High School 1 Gorontalo always refer to the foresight strategy, which is to carry out continuous renewal in order to meet the infrastructure facilities in schools that can support student learning activities in schools, both academic and non-academic learning that can support quality improvement. education, and educational services to students and all employees in schools, besides that the principal also provides encouragement and motivation to teachers and students to be able to study and work productively at school, fulfill infrastructure facilities in accordance with technological developments so that all school members can make maximum use of the existing infrastructure in the school.

The principal of State Senior High School 1 Gorontalo can be said to have implemented a foresight strategy, because in designing his future plans, the principal of SMKN 1 Bandung first analyzes past experiences, analyzes the present, and challenges the future.

Suggestion

Some suggestions that the author can convey based on the conclusions in this study are:

1. The principal in implementing the foresight strategy at State Senior High School 1 Gorontalo is expected to be able to maintain the strategic steps that have been carried out well and if necessary further improved, and can also optimize the involvement of teachers and employees in implementing the foresight strategy so that the strategy This can be carried out by teachers and employees well in their respective fields.
2. The principal in the effort to determine decision-making, all related parties need to be involved, so that in dealing with situations or conditions and determining several alternative decision choices which will later be reduced to a final decision. Good and responsible decision makers need personal characters who are smart, brave, assertive and communicative.

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