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# Agile Leadership and its Impact on Strategic Recovery

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**Abstract:**
**Purpose:** The purpose of this study is to find out whether agile leadership is considered a critical factor in influencing the strategic recovery of leaders in the Iraqi Ministry of Communications or if there is another element that plays a vital role in promoting strategic recovery and what are the organization's steps in the field of study towards implementing agile leadership requirements? Does the organization take serious steps to implement the dimensions of strategic recovery in all its aspects? Is there an impact of agile leadership on strategic recovery in the organization?

**Theoretical framework:** This study aimed to draw attention to how agile leadership influences strategic recovery as management ideas in the Iraqi Ministry of Communications. It also measured the effect of the independent variable (agile leadership) on the dependent variable (strategic recovery). It found out whether the researched organization could achieve strategic recovery by adopting agile leadership.

**Design/methodology/approach:** The researchers used the descriptive analytical method, tabulating and analyzing the data using a ready-made program (SPSS). The researchers chose the Iraqi Ministry of Communications/Ministry Center to represent the Study Community. The questionnaire was distributed to the ministry, including 120 directors, making the total number of questionnaires distributed 120. One hundred twelve questionnaires were retrieved, while only five were excluded, making the final sample 107 managers. Statistical methods such as Cronbach's alpha, standard deviation, simple linear regression, and coefficient of determination ($R^2$) were used to reach the study's conclusions.

**Findings:** Results Through an analysis, agile leadership, and its dimensions influenced the organization's strategic recovery.

**Research, practical and social implications**: Emphasizing the need for government agencies, especially the Ministry of Communications, to ensure the need to pay attention to research variables, agile leadership, and strategic recovery in the research service.

**Originality/value:** The results indicate that the number of publications is growing, and the management and business areas contribute the most. The countries that produce in co-authorship also provide the most publications.

**Keywords:**  Agile Leadership, Strategic Recovery, and Ministry of Communications

## 1. Introduction:

The word " agility" has become an increasingly popular word. Many organizations have tried to become "agile" and implement agile organizational structures. This refers not only to the processes and structures they adopt but also to how leadership is designed (Bolden, 2004); while recovery has become one of the practices and procedures that organizations use to overcome the difficulties and problems they face and strategic recovery is described as a set of procedures and practices that the service provider takes to address failure resulting from poor service provision and to obtain the satisfaction of beneficiaries, previous research has applied justice theory to explain the impact of recovery activities (such as offering apologies and compensation) on the beneficiaries' evaluation of the service provided by them. Organizations in distributive justice, interactional justice, and procedural justice (Hazée et al., 2017). The emergence of new concepts and models of management has stimulated contemporary business researchers, attributed to the emergence of the term "agility" in the early 1980s, which in the dictionary means quick movement, speed, and activity. It also means the ability to move quickly and easily and think quickly and wisely. As for administrative agility, its emergence dates back to the recession that American industries witnessed. And the loss of competitiveness during the 1980s by the world (Krafcik) (Shiri, 2014). As for the researcher (Shang, 2014), he stated that agile leadership appeared at the beginning of the nineties of the last century in Toyota, and after the prominent successes achieved by the organization, many other industries began to rely on its approaches in implementing many of its different operations. Agile leadership has its empirical origins in studies conducted in the early 1990s due to the development in thinking about effective leadership and looking at the literature from a meaning-making perspective, closely related to agility, rather than from a discovery perspective (Akkaya, 2023).Agile leadership is a set of tools or practices leaders use to eliminate shortcomings and waste in the organizational process (Potgieter, 2020). It is also known as a flexible behavioral approach to measuring fluctuations, uncertainty, and complexity to remain competitive and respond efficiently to rapid environmental changes (Danook & Omar-F, 2024)(Shah et al., 2022).

It was also defined as a leadership style emphasizing speed, flexibility, and adaptability in dealing with change (Setiawan Wibowo et al., 2023). Agile leadership is important to organizations, allowing them to achieve competitive advantage and superiority over competitors. It also enables organizations to acquire the necessary skills and experience, as adopting agile leadership helps design processes to become innovative, allowing subordinates to repeat those activities. To achieve added value to the organization.Agile leadership also inspires human resources with the motivational capabilities it possesses to take the necessary actions, significantly improve individual and group performance, and build creativity and creative innovation as it discovers the inner potential, motivations, and latent values of individuals and inspires them with the great influence they have on any field and organizational performance. As it enables a leader who possesses all of these qualities to direct his subordinates accurately and according to their inspiring interests to achieve goals (Nisa et al., 2023), Agile leadership has many levels, as leaders are divided by mastering the application of agility in leadership into multiple levels, depending on the researchers' point of view on leadership and their behavior within the three areas of work: leading organizational change, improving team performance, and participating in strategic conversations (Svanberg & Lidingö, 2013).

According to researchers, agile leadership behaviors include a set of emotional and mental abilities that can be acquired and developed from five distinct levels that affect leadership agility: the expert, the achiever, the motivator, the participating leader, and the synergist (Joiner & Josephs, 2006). Agile leadership has many dimensions. Results orientation is a general strategy focusing on implementing administrative and organizational procedures effectively and clearly to achieve specific goals. It has been defined as a term used to describe a leader or organization that focuses on results rather than the process used to produce a product or provide a service (Bhushan, 2021); as for the teamwork dimension, it is a group of individuals who have complementary skills and common values and work together to achieve common goals. It has been defined as a combination of cooperation between expertise and experience to achieve a common goal at work (Danook et al., 2024)(Oteshova et al., 2021),and the competency dimension indicates that it is a group Of the skills, knowledge and abilities necessary to respond to the unexpected and unplanned, as well as to create opportunities for the organization to adapt to new developments and trends (opportunities) (Meyer, 2015), while flexibility can be defined as the leader's ability to make effective changes at the operational level that contribute to Responding to the new requirements of beneficiaries (Rzepka & Bojar, 2020),and the dimension of speed is defined as the leader's skill in moving quickly and agile while thinking and acting decisively and effectively, and his ability to face the challenges of the current business environment (Livorsi & Holcombe, 2016), While the change dimension is an approach that focuses on comprehensive transformation management that includes human resource needs, organizational capabilities in the organization and stakeholder requirements (Jesse, 2019). As for strategic recovery, it has emerged that failure to provide services occurs for various reasons. It may be due to the service when the beneficiary was promised to be provided available. Still, it was delivered to him late or very slowly, or there may be poor implementation of the services, the employee is indifferent when he provides the service, or he may be lazy.

All these types of failure mentioned and other types help create negative feelings and reactions among the beneficiaries towards the organization (Van Vaerenbergh et al., 2016). Accordingly, the service sector has witnessed rapid recovery and development during the past twenty years due to the development of service economics and strategies. The term recovery was used for the first time in the field of service by British Airways in its Put the Traveler First campaign, which focused on caring for travelers. Service recovery is the organization's endeavor to compensate. About the negative impact resulting from failures in the service provided by the organization and how to recover after these cases (Kanousi, 2005), Which is defined as The strategies, procedures, and tactics that the organization takes when dealing with beneficiaries, such as taking the initiative and quickly responding to the failure of the service provided resulting from errors in the work and seeking to restore the level of satisfaction to its previous level to gain the satisfaction and loyalty of the beneficiary (Sciarelli et al., 2017) It can also be defined The defensive plan used by the organization by recognizing problems occurring at work and taking quick and successful solutions to address them, to strengthen and preserve all beneficiaries of its products (Migacz et al., 2018), The importance of recovery enables the organization to obtain a good image or reputation. It includes attempts to identify actual and potential failures in advance, correct them, and improve the service delivery process. Strategic recovery also allows for feedback on recovery efforts, collecting information, anticipating needs, and prioritizing actions. Relevant impacts on the process, and then subordinate satisfaction is enhanced, which increases the organization's ability to improve operational and financial performance (Battaglia et al., 2012); strategic recovery is used to recover from multiple recessions, such as market changes, economic fluctuations, and changes in the regulatory environment, which occur in a short time (Kenedi et al., 2023).

These strategies have emerged for managing relationships with beneficiaries to maintain them, and given the difficulty or impossibility of eliminating service failures, the goal of managing relationships with beneficiaries is to reduce or eliminate any damage that occurs and, in the end, to retain the beneficiary who was dissatisfied (Dewitt & Brady, 2003). As for the dimensions of strategic recovery, it is apology, It is the reaction of service providers towards the beneficiaries and their sympathy as a result of the failure occurring in the service, that is, it is accepting responsibility for the occurrence of the failure in the service and expressing regret to the beneficiaries who were subjected to the failure of the service (Jung & Seock, 2017), The second dimension is compensation, It is one of the important strategies for achieving strategic recovery, as it contributes positively to interaction with others and private communication with them, which leads to winning and retaining beneficiaries in the long term and restoring their trust in the organization again after it was lost, as well as the beneficiaries feeling satisfied with being treated fairly (Kruger, 2016), It is necessary to provide compensation at the appropriate time and in the appropriate manner so that the beneficiary feels that the organization is serious about recovery measures (Crisafulli & Singh, 2016). the third dimension is explanation and clarification, which is known as explanation and clarification as providing an explanation to the beneficiary about the reasons for the failure of the service briefly and clearly (LUITEL, 2023); it is the process of revealing the causes of some events that are not clear or not fully known and that led to failure in the service provided to the beneficiary (Wang & Mattila, 2011).

The study was formed to: What are the steps of the organization in the field of study towards implementing the requirements of agile leadership, and does the organization have serious steps in implementing the dimensions of strategic recovery in all its aspects, and is there an impact of agile leadership on strategic recovery in the organization.

## 2. Literature review and hypothesis development:

### 2.1. Studies discussed agile leadership:

The aim of the study (Brinck & Hartman, 2017) is to address issues related to new product development and encourage continuous innovation while providing respect for people and the availability of new requirements as the organizational context changes. The place of application of the study was in the Volvo Group heavy trucks company. The researchers used the inductive method. The study was conducted in two types: the electronic questionnaire was conducted on (50) employees, and personal interviews were conducted on (14) managers. Five main obstacles prevent the transition to Agile: a combination of organizational and human structures, resource policies, the decision-making process, and culture—managerial and leadership mindset. In addition, shifting to agile requires changing strategic and operational activities. The aim of the study (Yalçın et al., 2021) was to determine the impact of the characteristics of agile leadership of school principals on the professional development and performance of teachers, and it was applied in several Turkish schools. The researchers used a correlational survey model, and the research sample consisted of 575 teachers from different schools in the Turkish city of Marmara. They concluded that the characteristics of agile leadership among school principals positively affected teachers' performance and attitudes.

### 2.2. Studies discussed Strategic recovery :

The study (MSOSA, 2019) explores students' perceptions of service failure and service recovery strategies in higher education. It was applied in three universities in South Africa, and the researchers used the descriptive analytical method. The study population was (430) male and female students from three public universities. It was concluded that the students were satisfied with the explanation and dissatisfied with the speed of the service recovery, empowerment, compensation, and apology process. The students' perception of distributive and interactional justice was satisfactory, while most expressed dissatisfaction with procedural justice. The study (Bagus & Putra, 2021) aimed to determine the effects of the Coronavirus (COVID-19) when the disease broke out in the hotel sector on the island of Bali, and the location of the study was the Wyndham Garden Kata Beach Hotel in Indonesia.

The researchers used the exploratory approach, and the study used the business continuity method for disaster recovery to understand the map of the impact of the coronavirus pandemic, identify the operational variable, and develop a strategic recovery plan. It reached six stages for the strategic recovery plan, and these stages are (market research, business strategy, and priorities). objectives, strategic outcomes, key milestones, market segment projections, and action plan) for the strategic recovery.

**2.3. The researchers aim to validate the following hypotheses: the main hypothesis:**

The main premise of the research: There is a significant effect of agile leadership and its dimensions in the strategic recovery of the researched organization, and the following sub-hypotheses branch out from it.

H1.There is a significant effect of result orientation in strategic recovery.

H2.There is a significant effect of collective action in strategic recovery.

H3.There is a significant effect of efficiency in strategic recovery.


**3. Methodology:**

**3.1. Sample:**

The comprehensive inventory method was adopted to study the researched population because this method provides high accuracy in the results and accurate details about the researched population to facilitate the generalization of the results obtained from the sample. The researchers chose managers in the Ministry of Communications because they fulfill the requirements required to achieve the purpose of the study .

**3.2. Search tools :**

The primary tool used to collect data relevant to the practical aspect of the research was a five-point Likert scale survey. This scale stands out as one of the most widely adopted scales and methodologies in management.

**3.3. Data analysis techniques :**

Researchers used a simple linear regression equation to measure the effect of the independent variable on the dependent variable and determine the nature of the relationship between the variables.

**3.4. The Conceptual framework of the study:**

The hypothetical plan for the research aims to show the relationships of the main and relevant sub-variables. The models for the variables were chosen based on the scientific sources available to the researchers according to the following variables:

The independent variable (Agile Leadership) includes dimensions (orientation towards results, teamwork, efficiency, flexibility, speed, and change) and is drawn from the study (Akkaya, 2023)

The dependent variable (strategic recovery) includes dimensions (apology, compensation, explanation, clarification, empowerment) drawn from the study (MSOSA, 2019).
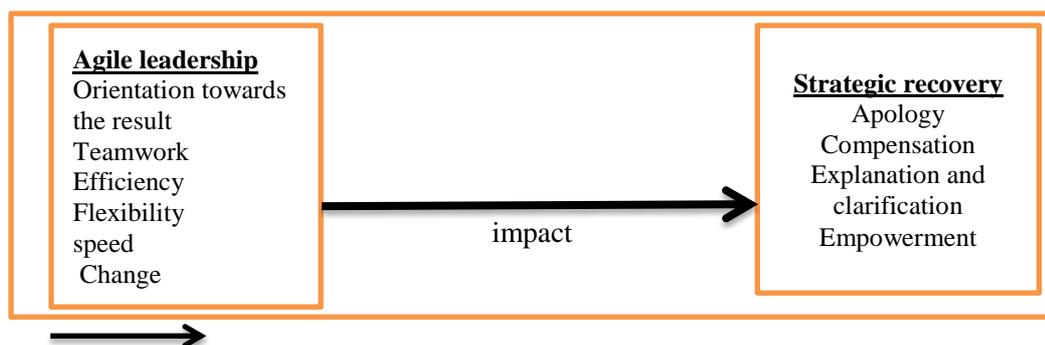


Figure (1): The framework of research.

**Source prepared by the researchers**

**4. Results:**
**4.1.Descriptive analysis of research variables :**
This aspect focuses on analyzing and describing the answers collected from the study sample to assess the availability of concepts related to the phenomenon under study. The table shows the descriptive analysis values for the independent variable agile leadership and its six dimensions:

**Table (1): Descriptive analysis of the agile leadership variable and its dimensions**

| Concepts | Weighted mean | standard deviation | Relative importance |
|---|---|---|---|
| Orientation towards the result | 3.592 | 0.807 | 71.85% |
| Teamwork | 3.463 | 0.713 | 69.27% |
| Efficiency | 3.469 | 0.667 | 69.38% |
| Flexibility | 3.368 | 0.720 | 67.36% |
| Speed | 3.353 | 0.666 | 67.06% |
| Change | 3.371 | 0.654 | 67.43% |
| Agile leadership | 3.436 | 0.573 | 68.72% |

Table (1) summarizes the results of the descriptive analysis of the data for the agile leadership variable, as it shows that the outcome orientation dimension ranks first in terms of relative importance with a rate of (71.85%), followed by the efficiency dimension in second place with a rate of (69.38%), and in third place comes the work dimension. Collectivism has a percentage of (69.27%), followed by the change dimension in fourth place with a rate of (67.43%), and in fifth place comes the flexibility dimension with a rate of (67.36%), and in sixth place comes the speed dimension with a rate of (67.06%), The report shows that the results orientation dimension ranks first in importance. This indicates the need to direct efforts toward achieving goals and improving overall performance. The efficiency dimension is second in importance. This indicates the importance of enhancing process efficiency and optimal use of resources. The teamwork dimension came in third place, which suggests the importance of building a work environment that encourages cooperation and the exchange of knowledge and skills among team members. The dimension of change comes in fourth place and indicates the necessity of accepting and adapting to it quickly to adapt to the changing work environment. The flexibility dimension comes in fifth place, which refers to the ability to adjust effectively to challenges and changing requirements. On the other hand, the speed dimension comes in sixth place and indicates the importance of making decisions quickly and implementing them effectively to keep pace with the rapid needs of work. The table(2) also shows the descriptive analysis values of the dependent variable, strategic recovery, in its four dimensions

**Table (2): Descriptive analysis of the strategic recovvariable and its dimensions**

| Concepts | Weighted mean | standard deviation | Relative importance |
|---|---|---|---|
| Apology | 3.193 | 0.634 | 63.85% |
| Compensation | 3.280 | 0.617 | 65.61% |
| Explanation and clarification | 3.366 | 0.744 | 67.33% |
| Empowerment | 3.320 | 0.765 | 66.39% |
| Strategic recovery | 3.290 | 0.551 | 65.79% |

Table (2) summarizes the results of the descriptive analysis of the data for the strategic recovery variable, as it shows that the explanation and clarification dimension ranks first in terms of relative importance with a percentage of (67.33%), followed by the empowerment dimension in second place with a rate of (66.39%), and in third place comes the compensation dimension with a percentage (65.61%), followed by the apology dimension in fourth place with a rate of (63.85%), It shows that the dimension related to explanation and clarification is ranked first in importance.

This indicates the importance of clarifying plans and strategies related to the post-crisis recovery process. Second, the individual empowerment dimension reflects the importance of engaging and empowering individuals to effectively contribute to the recovery process. Next comes the compensation dimension, which shows the organization's importance in providing appropriate compensation to employees to enhance support during recovery. Finally, there is the apology dimension, meaning mistakes must be acknowledged and apologized for as part of the recovery process. This helps rebuild trust and relationships within the organization.

**4.2.Hypothesis testing First:**

**Testing the first main hypothesis:**

The first relates to the significant impact of agile leadership and its dimensions on strategic recovery at the significance level (0.05). Table () shows a statistically significant influence relationship between agile leadership and strategic recovery. Generally, the regression coefficient (fixed term) (α) was 0.545, considered the lowest value for strategic recovery. At the same time, the regression coefficient (marginal slope) (β) was (0.799), indicating that a change in agile leadership by (1) positively affects strategic recovery by (0.799). This relationship is highly statistically significant, with a t-test value reaching (Sig.=0.000 < 0.05). The regression model explains about 69.1% of the variance in strategic recovery, as confirmed by the corrected coefficient of determination of 0.688. The calculated F value is (235.226), which significantly exceeds the estimated tabular value (3.94) with statistical significance (Sig.=0.000 < 0.05). Based on these results, it is clear that agile leadership significantly promotes strategic recovery. The estimated equation can be represented as follows: Strategic Recovery (Y) = 0.545 + 0.799 * Agile Leadership (X)

**Table (3): The effect of the agile leadership variable and its dimensions on the strategic recovery variable.**

| Hypothesis | A | β | t(β) | Sig.(β) | $R^2$ | Adj.($R^2$) | F | Sig. |
|---|---|---|---|---|---|---|---|---|
| The first Main | 0.545 | 0.799 | 15.337 | 0.000 | 0.691 | 0.688 | 235.226 | 0.000 |
| First sub | 1.661 | 0.467 | 9.624 | 0.000 | 0.469 | 0.464 | 92.624 | 0.000 |
| Second sub | 1.586 | 0.492 | 8.469 | 0.000 | 0.406 | 0.400 | 71.730 | 0.000 |
| Third sub | 1.273 | 0.581 | 10.180 | 0.000 | 0.497 | 0.492 | 103.634 | 0.000 |

The sub-hypotheses are as follows:

Table (1) shows that orientation towards the result has a statistically significant effect on strategic recovery. In general, the value of the regression coefficient (fixed term) (α) was (1.611), which is the lowest value that can be achieved in strategic recovery. In parallel, the regression coefficient (marginal slope) (β) was (0.467), indicating that a change of (1) in outcome orientation positively affects strategic recovery by (0.467). The marginal slope is also highly statistically significant, as the value of the t-test reached (Sig.=0.000 < 0.05), and the orientation towards the outcome explains about (46.9%) of the variance in strategic recovery, confirmed by the value of the corrected coefficient of determination (0.464). The calculated (F) value was (92.624), which exceeds its approved tabular value (3.94) significantly with statistical significance (Sig.=0.000 < 0.05). Based on these results, it is clear that the first sub-hypothesis is accepted and achieved; that is, outcome orientation significantly affects strategic recovery. The estimated equation is as follows: Strategic Recovery (Y) = 1.611 + 0.467 * Result Orientation (X1). Table (1) shows that teamwork has a statistically significant effect on strategic recovery. In general, the value of the regression coefficient (fixed term) (α) was (1.586), which is the lowest value that can be achieved in strategic recovery. In parallel, the regression coefficient (marginal slope) (β) was (0.492), indicating that a change of (1) in teamwork positively affects strategic recovery by (0.492). The marginal slope is also highly statistically significant, as the value of the t-test reached (Sig.=0.000 < 0.05), and teamwork explains about (40.6%) of the variation in strategic recovery, confirmed by the value of the corrected coefficient of determination (0.400). The calculated (F) value was (71.730), which exceeds its approved tabular value (3.94) significantly with statistical significance (Sig.=0.000 < 0.05).

Based on these results, it is clear that the second sub-hypothesis is accepted and achieved; that is, teamwork significantly affects strategic recovery. The estimated equation can be represented as follows: Strategic Recovery (Y) = 1.586 + 0.492 * Teamwork (X2). Table (1) shows that efficiency has a statistically significant effect on strategic recovery. In general, the value of the regression coefficient (fixed term) ($\alpha$) was (1.273), which is the lowest value that can be achieved in strategic recovery. In parallel, the regression coefficient (marginal slope) ($\beta$) was (0.581), indicating that a change of (1) inefficiency positively affects strategic recovery by (0.581). The marginal slope is also highly statistically significant, with a t-test value reaching (Sig.=0.000 < 0.05), and efficiency explains about (49.7%) of the variation in strategic recovery, confirmed by the value of the corrected coefficient of determination (0.492). The calculated (F) value was (103.634), which exceeds its approved tabular value (3.94) significantly with statistical significance (Sig.=0.000 < 0.05).

Based on these results, it is clear that the third sub-hypothesis is accepted and achieved; that is, efficiency significantly affects strategic recovery. The equation can be represented: Strategic Recovery (Y) = 1.273 + 0.581 * Efficiency (X3).

## 5. Future concerns:

Several future concerns can be identified that may result from not implementing agile and strategic leadership for recovery in the organization sample of the study: If there is no focus on enhancing integration and cooperation between different departments, organizational problems, and process complexity may increase, leading to slower implementation and increased costs. Without sufficient focus on achieving goals and results, the organization may lose direction and miss opportunities to improve performance and achieve success. Rapid adaptation and effective response to technological and market changes are essential to staying competitive in the modern business world. Failure to implement agile leadership may lead to losing competitiveness and the organization falling behind competitors. Encouraging innovation and creativity is essential for developing products and services and improving the user experience. Not adopting agile leadership may restrict an organization's ability to innovate and develop new ideas. As technology evolves rapidly, an organization must be aware of the shifts and adapt its operations and strategies accordingly. Failure to implement strategic wellness may result in an organization failing to take advantage of new technology and missing out on emerging opportunities. Overall, not applying agile and strategic leadership to recovery can lead to poor organizational performance and reduced ability to adapt to future challenges, exposing the organization to increased risks and deteriorating results in the long term.

## 6.Discussthe sults:

At the Ministry of Communications, a culture of collaboration and flexibility reinforces important aspects of the corporate culture. Employees are encouraged to cooperate and exchange knowledge and experiences, which contributes to improving work efficiency and successful implementation of projects. It also encourages flexibility and the ability to adapt to rapid changes in the internal and external environment, allowing the Ministry to adapt to changes and make timely and effective decisions quickly. Integration between different departments is enhanced thanks to the agile leaders in the Ministry. These leaders work to break down communication barriers and enhance cooperation between departments, enhancing integration in executing operations and achieving goals. Agile leadership in the Ministry is considered essential in promoting achieving desired results. This leadership's importance is motivating employees to work hard and with dedication toward achieving the organization's goals, ultimately leading to outstanding performance and strong results. In addition, the Ministry provides a work environment that encourages creativity and discovery. Employees are encouraged to develop new ideas and experiment with different approaches for innovative solutions. This focus on creativity enhances motivation and motivates employees to put in more effort and dedication. In terms of technology, rapid response to technological shifts is important for the success of any organization in the digital age.

Agile leaders enable effective identification and adoption of current technological changes, allowing the ministry to stay ahead of the technological curve and provide better services to users. Using these strategies, the Ministry of Communications works to enhance the efficiency and effectiveness of its performance and achieve outstanding results that meet the expectations and needs of the public on an ongoing basis.

**7. Conclusion:**

The questionnaire results showed that the Iraqi Ministry of Communications adopts a strong strategic vision that reflects its commitment to achieving continuous development and improvement, as it defined and implemented this vision effectively, and that the Ministry is ready to face the challenges and achieve the set goals successfully. The Iraqi Ministry of Communications also seriously seeks to motivate subordinates to perform their duties collectively. The Ministry's commitment to enhancing cooperation and effectiveness in teamwork is a fundamental priority for achieving goals and developing capabilities. The researchers recommends strengthening efforts to develop and implement the strategic vision in the Iraqi Ministry of Communications. It is also clear that there is a weakness in the Iraqi Ministry of Communications regarding providing sufficient flexibility to subordinates when performing their duties at work. The reason is the lack of encouraging policies to enable employees to achieve ideal performance in ways that allow them the flexibility necessary to carry out their tasks efficiently and effectively. It has been shown that the Iraqi Ministry of Communications is interested in making decisions promptly to ensure speedy implementation. This reflects the Ministry's commitment to efficiency and effectiveness in its operations, as decisions are made quickly and swiftly to ensure effective and efficient implementation. Through communication and interaction between all concerned parties, directing employees towards achieving set goals, and managing strategies and projects effectively, in addition to monitoring and evaluating performance regularly, the delegated organization also urges the promotion of a culture of teamwork by enhancing communication and interaction among employees and encouraging them to exchange knowledge and experiences, Providing motivation and appreciation to employees who contribute to teamwork and achieving common goals, whether through public praise, material rewards, The Ministry should develop policies and procedures that encourage flexibility and diversity in performing tasks, such as assigning flexible tasks to subordinates and providing flexibility in the schedule and methods used in performing tasks and providing continuous training and development for subordinates to develop time and organizational management skills and deal with changing situations effectively.The Ministry should continuously improve decision-making processes, including simplifying procedures and providing the necessary support to leaders and officials in making decisions quickly and effectively. The Ministry must enhance communication and coordination between various departments and units to ensure effective information exchange and decision-making in a unified and coordinated manner. It is clear that the agile leadership variable and its dimensions directly affect the strategic recovery variable in the Iraqi Ministry of Communications, which fulfilled the research's main hypothesis and its sub-hypotheses. Therefore, the concept of agile leadership in the Iraqi Ministry of Communications should be strengthened, and through this, the level of strategic recovery will be raised.

**Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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