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EVALUATING THE SKILLS OF MANAGERS BASED ON THE QUANTUM APPROACH

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ABSTRACT

The purpose of this study was to assess the skills of managers of education departments of Fars province based on a quantum approach based on a mixed method of sequential explanatory. The present article has been extracted from a quantitative part. The statistical population includes all heads, deputies and experts of education departments of Fars province. Using randomized multistage cluster sampling, 126 managers and 402 experts were selected as samples. A researcher-made scale was used to assess managers' skills. The findings of the research showed that, from the perspective of managers, some quantum skills are used to the optimum level and do not perform well in other skills but from the point of view of experts, managers in none of the cases have a quantum skill at a desirable level. Also, the findings showed that the mean scores of managers and experts were not related to quantum skills in one level. Therefore, there was a significant difference between the viewpoint of managers and experts regarding the amount of managers using quantum skills.

Keywords: *Quantum, Quantum Skills, Management, Education Departments of Fars Province.*

INTRODUCTION

Introduction and statement the problem

Effective and effective management ensures the success of the organization in achieving their goals and strategies. For this reason, the need for effective management, especially in education, is very important for the very important role of these centers in the training of specialist human resources (Afshari and Ghafoori, 2010). Educational management has a special place among various types of management. It is said that if the education managers of a society have sufficient knowledge and skills, then the educational system will undoubtedly be effective, efficient, and highly valued (Sattari & Vaezi, 2005).

On the other hand, it should be said that the traditional skills required by managers include planning, organizing, controlling and directing, but it seems that a constantly changing world can not be managed with commonly used skills. Therefore, in the third millennium, there is a need for other skills (Shelton 1, 1999: 119). In other words, in the field of management, as in other areas of human knowledge, the viewpoint is well-established and confident, and the phenomena are always regular and predictable.

However, the existence of several crises in today's constituencies suggests the ineffectiveness of this view and therefore, new perspectives and approaches are needed to exit from the state.

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According to Alwani, & ndanifar (2004), in this regard, there are views and skills necessary to put an end to the path of the past, and instead of ordering, unpredictability, instead of decisiveness, replaces instability with certainty instead of complexity Put simplicity and emotion rather than calm down as a quantum approach in the context of our assumptions, because the quantum view describes the world dynamically, unpredictably, and its self-organizing system.

Obviously, with the help of this view, you can also get quantum skills.

These skills help the leaders to measure their mental model, and thus increase their capacity to learn (Shelton, 1999; Shelton and Darling , 2003: 354-355).

The changing world of today, which is constantly changing, can not be managed with traditional and traditional skills, because the third millennium requires other skills. Based on the concepts of mechanics, the quantum and the theory of exterminators use traditional concepts and provide a model that, when used by managers of this model, is removed from the mechanical, binding, and component parts of the range, making these managers change dramatically in themselves and the relevant organization.

Einishtein (1920) presented a global quantum view in which the universe is described as a dynamic, unpredictable, mentally and self-organizing system.

In this regard, there are seven quantum skills with characteristics such as past or futuristic, scientific, or spirituality, simplicity and complexity, which together form a model based on which balance and balance between traditional skills and new skills Creates.

Recent research on psychology and physiology suggests that human being is a quantum organism, although at first glance it is considered to be material possession, but also has invisible and immaterial dimensions that are referred to as mind, consciousness or soul.

Therefore, quantum theory is a metaphor for management behavior and, in particular, a new paradigm that can be effective in increasing the effectiveness of leadership and management in an organization. Since managerial tasks, such as planning, organizing, directing, and controlling the classics of Newtonian physics derivatives, generally provide traditional management skills, perhaps the physical principles of quantum can bring a set of new skills to appear. The basic principles of quantum provide a meaningful insight into an organizational world that is objective and subjective, logical and rational, linear or non-linear, regular or disturbed. Quantum principles have led executives to have an outsourcing perspective and have an effective leadership in comparison with the past (Shelton & Darling, 2003; Yasini, 2011; Derqahy et al., 2016). Quantum theory models include quantum skills in management, quantum psychological skills (including quantum observation, quantum thinking, quantum sense), quantum semantic skills (including quantum knowledge, quantum practice, quantum trust Is the quantum focal competence (including quantum communication), and the quantum skills model in the work Quantum theory is in fact a metaphor of management behavior, as well as a new paradigm that can have effective management and leadership influences (Sadeghi Dehkordi & Moradi, 2015). For this reason, in terms of quantum management, administrators' characteristics, skills, and duties differ from traditional ones, so that executives in an entirely thoughtful and rational quantum manner manage the organization and human resources within the framework of the skills of the seven It focuses on the phenomena inside and outside the organization from the bottom up, and from the inside out (Draghi et al, 2016)

The importance of upgrading the knowledge and skills of the managers working in the education departments highlights the need for future research.

Because the education field is one of the most important infrastructures of all-round excellence in the country and a new tool for improving the human capital of the country in various fields.

Education is one of the most important social institutions that is a priority in comparison with other institutions.

It should be said that education potentially has the potential of building and modernizing at all levels, as well as destructive and destructive talent. Therefore, the lack of proper planning in education can threaten and destroy the power and talent of the next generation (Bakhtiyar Nasr Abadi & Nowroozi, 2004). The lack of adequate and timely attention to the selection, training and training of managers, and the inability, awareness and Their suitability to carry out the task of managing education can lead to irreparable damage to future generations, because in view of the relative delay in the results of the work of education, many defects and inadequacies of the educational system may already be noticeable, but they should be noted. The future of the children of the community depends on the quality of the education flow and the suitability of the management of education, especially in the current world, the scientists of economics, national development and education believe that investment in the education sector can be like investing in other The fields of growth and development of the community are profitable and efficient. Providing expert and expert human resources and educating people with culture makes it possible to increase the level of productivity and enjoyment of any material and spiritual investment (Beyrami & Stebsari, 2013).

Given the importance of the role of managers in education, the present research seeks to assess the skills of departmental managers based on the quantum approach, which ultimately leads to providing the necessary strategies to strengthen the managerial skills shortages in the administration of affairs with regard to continuous and continuous changes and changes. Managed organizations. In the book Quantum Leap (1999), Shelton & Darling present a framework containing seven quantum skills. By entering into the organizational literature, these skills enable leaders to reveal and test their mental models, thereby improving their learning capacity. To do this, they will create dynamic organizations based on continuous improvement and learning (Afjeh & Hamzehpour, 2014). Of course, the quantum seventh skills based on the new theory of complexity and complexity do not function independently, but are shown in an integrated set of skills (Fig. 1). In this regard, Shelton (1999) Seven quantum skills are categorized into three categories of psychological, semantic, and focal skills as follows:

A) Quantum psychological skills

1. Quantum observation 2 is the ability to deliberately and deliberately observe the universe and based on this logic that the essence is intrinsically subjective and emerges based on observational expectations and beliefs. The results of Darling and Walker's (2001) study argue that this logic is 80% of what We are observing in the outside world, based on our own assumptions and beliefs, is a function of our inner assumptions and beliefs. Intent is the process of psychology in which facts are created. The intentions cause managers to focus on specific stimuli, while overlooking a bunch

of possible cases. The quantum observation skill enables managers to consciously choose their intentions. (Shelton & Darling, 2003)

2. Quantum thinking 3 is the ability to think in an opposite way, derived from quantum physics research, and it is based on the belief that the universe often acts in an irrational and paradoxical way with sudden and completely unpredictable mutations. (Darling & Walker, 2001) Quantum thinking is a superficial way of thinking in which creativity occurs and increasingly affects internal and external events (Zohar, 1998). On the other hand, many of the core organizational issues are based on contradictory questions that can not easily be answered through rational and linear decision-making processes. For example, how can managers abandon the control category, but retain their accountability and responsibility? This skill allows managers to make apparently conflicting options as very creative solutions (Shilton & Darling 2003).
3. Quantum feeling , the ability to feel alive, vital and fully active, is based on the logic that humans, like other organisms in the world, are faced with the same quanta and are therefore considered a topic of global energy stimulation (Darling & Walker, 2001). So the human heart creates the strongest magnetic signals in the body that is a function of thoughts and feelings. Positive emotions increase coherence and increase energy. Negative emotions reduce coherence and cause the body to lose energy (Chider et al., 1996). The ability to feel quantum allows managers to feel a good inner feelings regardless of what's happening outside the world. Have. Managers can simply maintain high levels of energy, focusing on the positive aspects of each event, so that changes can be made more easily and allow them to find opportunities in weaknesses, strengths and threats (Shelton and Darling 2003)

B. Quantum semantic skills

4. Quantum awareness means the ability to know in an innovative and intuitive way derived from quantum theory. Recent research suggests that most senior executives admit that they lessen their intuitive capabilities and even less attempt to disseminate their intuitive knowledge of day-to-day organization operations. While the massive amount of information in the 21st century has increased the awareness of new ways, because in the 21st century there is no longer enough time to solve the problem by using traditional models. Based on the informed decision making theory, 4 accumulation of information does not necessarily lead to better decisions. While action by organizations to gather information and assure them of this, the organization will stop the effort and accuracy, but uncertainty about the adequacy of the information collected, the organization in the outside world and the intuition, Quantum awareness is not a tool to bridge the hard work and effort process, but rather to reduce the repetitive processes that an organization needs to accomplish.

   Managers who know the skill of quantum consciousness, not only deal with people in a respectful manner with deep intuitive insights, but also creatively create the atmosphere of awareness and thinking among employees (Yasini, 2011)
5. Quantum Action means the ability to act in a responsible manner, based on the quantum mechanical concept between communication and its lateral implications. Everything in this world is part of a solidarity in a complex whole, which is based on the principle of inseparability, according to which the change in each component

immediately leads to a change in other components. That is, the effect of anything in the world is intertwined (Grabin, 2015). The practice of quantum practice makes the manager shift to responsive choices. The responsive selection makes managerial choices more informed. Any kind of informed choice that a manager does will affect the likelihood of his future choices. According to Zohar (1990), when executives choose actions such as kindness, compassion, or honesty, it increases the likelihood of others to act in or outside the organization.

6. Quantum trust means the ability to rely on the natural processes of life that derives from the theory of extraterrestrials. Extremist theory provides a new way of looking at change, and suggests that irregularity is inherent in its evolutionary process and is an accelerator that creates the imbalance needed to evolve the system. Disorder is a precondition for progress. Without irregularities and proportional conflicts resulting from change, entropy or negative energy is achieved (Darling and Fagliso, 1997). Using quantum trust skills, especially in traditional work environments, where stability and predictability are worth the challenge, creates challenges. This skill enables managers to confront their power of mind and control. Managers, if they want a successful organization, must be able to walk even temporarily in the field of affairs and the expanse of the world (Owen, 1997)

C) Quantum focal skill

7. Quantum communicate on means the ability to communicate with others conceptually, so that everyone can see the world through other eyes. At very small levels, the notion of communication only makes sense in relationships. Through such communication, it overcomes internal fears. When administrators look at all their relationships with the health and vulnerability criteria, they model a new way of communicating with others. In other words, people realize that their outer realities are a snapshot of their inner convictions. Therefore, quantum communication is a psychological mirror, where people can see their reflection.

   When they see the other on the wrong side, they simply reflect on their own. Managers who use this skill find that all organizational relationships are somehow great opportunities to learn, and none They do not go without reason. Managers must create an environment with the use of quantum communication skills that individuals communicate openly at vertical and horizontal levels without being afraid of punishment (Shelton & Darling, 2003).

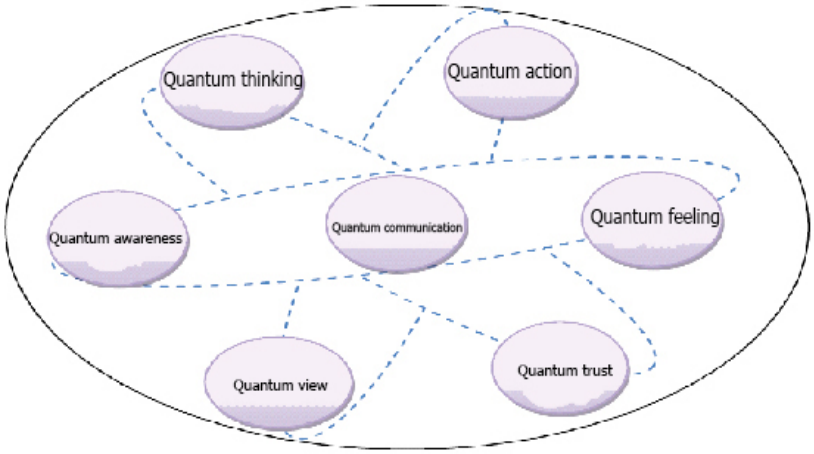

Figure 1. Quantum skills (Shelton & Darling, 2001)

(Figure 1) shows the quantum skills model of interactions between the seven skills. The triangle has three quantum observing skills, quantum thinking, and quantum sense of a psychological nature. The triangle is the quantum consciousness skills, quantum practice, and quantum confidence of semantic skills. Focused skill is also quantum communication, which is related to each other with complex and interconnected skills (Shelton & Darling 2003)

As (Figure 2) shows, quantum skills are related to the concepts of vision, value, strategy and structure in the workplace. Organizational vision is the foundation of the model that emerge from its structure, strategy and values. When members learn how to practice quantum observation in the workplace, then their perceptual opportunities expands and they set goals and intentions for their work life through dialogue about what they can. These discussions will be the object of the vision of the organization and through this joint will, this organizational vision will be realized (Shelton & Darling, 2001). In other words, (Figure 2) shows the relationship between quantum skills and vision concepts, values, strategy, and structure. For example, quantum observation skills are the precondition for implementation and organizational vision, and the quantum knowledge and quantum thinking A prerequisite for innovative strategies in organizations. Quantum sensitivity and quantum trust are the skills necessary for organizational participatory structures, and the skill of quantum practice enables employees to share common values in their own relationships (Shelton and Darling, 2001)

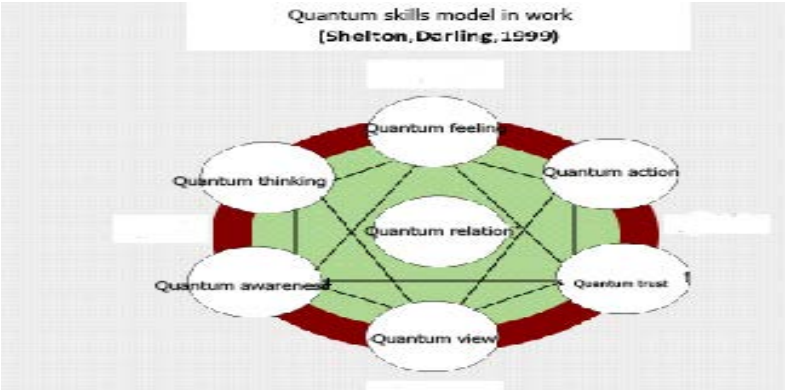

Figure 2. Quantum Skills Model in Work places (Shelton & Darling 2001)

However, as the dynamics, the need for learning and continuous improvement, are an integral part of the organizational environment, managers of organizations must also have the features to be effective in developing and developing their organization, which helps them organize the organization on the edge Hold an uneven disorder to create the most passion and creativity in the staff. These features are as follows:

Managers with a quantum approach, looking for new ways of interacting with different parts of the organization, encouraging employees to engage in dynamic operation and positive interaction, guarantee the directing of the energy in a positive and targeted manner to achieve the goals of the organizational system. Also, understanding the old truths about the nature of mankind, looking at the future, and focusing on human resource development (Quigley 1, 1997; Dargahi et al., 2016). In quantum view, the duties of managers are different from the traditional tasks of the past.

They have important responsibilities, including creating a common insight into employees in order to transform the organization into a quantum organization in which individuals are able to act freely and independently and coordinate with the entire organization. This will reduce the need for external controls and enable employees to work with fewer rules while at the same time gaining more efficiency and efficiency. Quantum managers also try to create conditions that people have to do with work and Both feel ownership of their organization and strengthen long-term relationships with each other for the effectiveness of individuals and groups. Researchers have also looked at the issue of quantum skills of managers: yavas tasdelen & Polat (2015) in a research study examined the relationship between organizational development and the quantum organization. The Quentum model, especially in the field of organizational development of educational organizations, seems to be a comprehensive and advanced organizational model for the present and future. This model really can be used as a model in the world of education, especially in the field of educational management. Shelton and Darling (2013) investigated the quantum skill model in management: a new paradigm to enhance leadership efficiency.

The results of this study indicate that one of these new measures is quantum management at the present time. Auxin (2012) has investigated the relationship between quantum elements and improved organizational performance management. The results showed that the existence and implementation of quantum management elements were able to Increased staffing levels. Nouraldin & David (2005) examined the impact of quantum skills in the criminal investigation process. The results showed that these skills supplement the classical Newtonian skills of a judge in the meaning of a crime, as well as determining the criminal investigation approach. Et al. (2016) examined the efficiency of communication skills on the quantum management model of managers and their role in the agility of sports organizations. The results showed that managers of sports organizations in Iran, by recognizing communication skills in the quantum management model, can take steps toward their processes and structures for more dynamics and agility. Naderyfar et al. (2016) explored the role of quantum skills in separating roles in educational organizations. The results of this study indicate that quantum skills have many analytical capabilities for separating roles and can be effective in understanding and improving the organization and are useful for managing and managing complex situations. According to this model, educational organizations are flexible and creative and are steadily changing without any restrictions. Experts need quantum skills to

differentiate roles. These skills help managers to meet the mental skills needed to manage people and eliminate tensions. Quentum managers can also solve educational organization issues through communication and discussion. Sadighi and Allah Moradi (2015) examined the relationship between quantum skills and chaos management on educational managers in Shahrekord. The results showed that there is a significant relationship between the quantum skills of managers and the management of chaos conditions. Practical skills and quantum observation affect the management of chaotic conditions, but the thinking skills, feelings, awareness, and quantum trust do not affect chaos management. In a 2013 study, Quantum Leader explored a concept for Iranian nursing leaders to show that all respondents had the best of quantum skills. Doggelzai et al. (1917) investigated the quantum management skills, the necessity of the organization of today. Quantum management is one of the new management metaphors in which two issues of competence and influence are important and aim at increasing the effectiveness and power of managers and employees of the organization. In a 2013 study, Quantum Leader explored a concept for Iranian nursing leaders to show that all respondents had the best of quantum skills. Doggelzai et al. (2017) investigated the quantum management skills, the necessity of the organization of today. Quantum management is one of the new management metaphors in which two issues of competence and influence are important and aim at increasing the effectiveness and power of managers and employees of the organization. Razavi & Azimi Sunavi (2013) prioritized and assessed the level of familiarity with quantum skills in sport organizations in Iran. The results showed that the familiarity of managers with quantum skills is significant at the level, although the difference is not significant, and it can not be said with certainty that managers are familiar with these skills. Prioritizing the level of familiarity with the quantum skills of quantum skill skill at the highest and quantum trust skill is at the lowest priority. Mohammad Hadi (2011) examined the quantum paradigm in management science. The results showed that the quantum paradigm in analytical capability management It has a tremendous experience and can be useful in understanding and improving the organization of leadership and management in very complex circumstances. Foreign and domestic research conducted in the last decade has more to measure the relationship between quantum skills and other components of organization and management and have found that the quantum approach and quantum organization model in organizational development is a comprehensive and advanced model. Therefore, one of the measures New in the present time, it operates quantum management, because it increases the staffing level and the dynamics and agility of most organizational processes and structures.

As far as studies are concerned, there has been no research on the assessment of the use of quantum skills by managers in the management process. Therefore, considering the importance of improving the knowledge and skills of managers working in educational institutions as one of the most important social institutions of society, studying and evaluating the skills of managers in a complex society with the current and rapid changes is an inevitable necessity.

METHODOLOGY

The research was descriptive and of survey type research and was applied in terms of time and sectional. In order to collect data, a researcher-made scale was developed based on the

components of the quantum approach and previous research, which included 50 questions and was provided to 30 academic scholars and education directors. After receiving feedback from these experts, proposed modifications and scaleThe final version was compiled with 33 questions. Content validity was used to measure its content validity using the content validity method or cvr. The value of cvr for all questions ranged from 0/75 to 0/98, which is closer to +1, indicating that more respondents identified that question appropriately. Factor analysis method was used for construct validity analysis. The total variance explained shows that the scale questions are composed of seven factors, and these factors explain and cover about 36/ 136 of the variance, which actually represents the appropriate the scale. Cronbach's alpha method was used to calculate the reliability. The coefficient of 0/685 for managers and 0/0910 for employees indicate a good reliability scale.

The statistical population of the study includes all the heads and assistants of the sixty eduaries of education in Fars province. 60 offices were divided into four parts by geographical area, and in each section, about 8 offices were randomly selected. A cluster random sampling method was used to select the appropriate sample. All the bosses and deputies of the elected departments and subordinates of the boss and each of the 3 deputies were elected.

In order to estimate the size of the sample, it was found that there were 60 education departments that had 33 offices, ie about 55% of the departments were selected as the statistical sample of the study. A total of 126 managers and 402 experts were surveyed as a statistical sample.

DATA ANALYSIS AND FINDINGS

prime question: How do managers use quantum skills from the point of view of managers and experts?

To examine this question, a single-sample t test has been used. According to the above table, the average score of respondents in quantum skills is significantly higher than the average score of this component (3) in both groups. The meaning of this finding is that the average of quantum skills in both groups of managers and experts is above the average. Therefore, managers are more than average in these skills from their point of view and from the point of view of experts. Regarding the mean of the two groups, managers can use the quantum emotion, action, and quantum skills from their point of view to the optimal level (quad number 4) of these skills (emotion, action, and communication), but from the point of view Experts did not have any skills at the optimum level in (Table 1).

Table 1. Quantum skills One-Sample T-T Test

	Variable	number samples	Moderate	Average	Standard deviation	T value	Degree freedom	value p-
Quantum observation	Managers	126	3	3.79	0.58	15.3	125	0.001
Quantum thinking	experts	402	3	3.64	0.51	25.3	401	0.001
	Managers	126	3	3.82	0.59	15.6	125	0.001
	experts	402	3	3.42	0.74	11.4	401	0.001
Quantum feeling	Managers	126	3	4.06	0.54	22.1	125	0.001
	experts	402	3	3.6	0.73	16.4	401	0.001

Quantum awareness	Managers	126	3	3.41	0.63	7.32	125	0.001
	experts	402	3	3.37	0.67	11.1	401	0.001
Quantum action	Managers	126	3	4.11	0.6	20.9	125	0.001
	experts	402	3	3.73	0.63	23.3	401	0.001
Quantum trust	Managers	126	3	3.5	0.73	7.73	125	0.001
	experts	402	3	3.24	0.72	6.63	401	0.001
Quantum relation	Managers	126	3	4.14	0.42	30.4	125	0.001
	experts	402	3	3.72	0.87	16.7	401	0.001

Also, in order to obtain further results for this question, Friedman tests the following quantum components by the directors and experts in (Table 2).

Table 2: Friedman test of quantum component from the point of view of managers and experts

item	Experts' Viewpoint	Managers Viewpoint
Quantum observation	4.35	3 .75
Quantum thinking	3.43	3 . 93
Quantum feeling	4.29	4 . 88
Quantum awareness	3.52	2.45
Quantum action	4.75	4.91
Quantum trust	2.98	2.98
Quantum relation	4.67	5.1

As seen from the managers' point of view, among the seven components of observation, thinking, feeling, awareness, practice, trust and communication, the highest priority is the quantum contact component with an average of 5.1 and the quantum consciousness component of the lowest average rate 2.45, and other items are the components of action, feeling, thinking, observation and trust, with an average of 4.91, 4.88, 3.93, 3.75, and 2.98, respectively. From experts' point of view, among the seven components of observation, thinking, feeling, awareness, practice, trust and communication, the highest priority is the quantum component of the mean of 4.75 and the quantum trust component has the lowest mean of 2.98 Quantum relationships, quantum observation, quantum sensitivity, quantum consciousness, and quantum thinking are found, with average weights of 4.67, 4.35, 4.29, 3.52, and 3.43, respectively

Second question: Is there a difference between the views of managers and their experts about the lack of managers' quantum skills?

To examine this question, independent t-test was used to compare each model variables in two groups of managers and experts. Before presenting the results of this test, it should be noted that the examination of the results of homogeneity or heterogeneity of variances in each test is examined separately and according to the significance level in the Loon test, which, if it was higher than 0.05, variances Homogeneous and, if lower than 0.05, variances are heterogeneous, for each variable, this issue is examined separately, and it can not be concluded before examining the homogeneity test or the heterogeneity of all tests. Results of the Loon test It has been shown that considering the fact that the level of significance is lower than 0.05, the

assumption of homogeneity of variances is not observed and the data of the row Significance of variance is used. For all skills, except for quantum awareness, the assumption is zero at the p-value of less than 0.05, which means that the average scores of managers and experts are not equal to the quantum names in one level. Therefore, there is a significant difference between managers and experts in quantum skills. Regarding the average of the provided, it is observed that managers have a higher average, so for managers, themselves in this variable have a better situation and a higher score, while experts have not evaluated such a degree for managers.

Table 3. Independent T-Test, Organizational Post and Quantum Skills

		Variable	number	Average	T value	Degree freedom	P-value	Test lon	
								Value f	p-value
Quantum Observation	Homogeneity variance	Managers	126	3.79	~~	~~	~	6.54	0.011
		Experts	402	3.64					
	Heterogeneity Variance	Managers	126	3.79	2.57	188.8	0.011		
		Experts	402	3.64					
Quantum Thinking	Homogeneity Variance	Managers	126	3.82	~~	~~	~~	8.38	0.004
		Experts	402	3.42					
	Heterogeneity Variance	Managers	126	2.82	6.186	259.2	0.001		
		Experts	402	3.42					
Quantum Feeling	Homogeneity Variance	Managers	126	4.06	~~	~~	~~	14.56	0.001
		Experts	402	3.6					
	Heterogeneity Variance	Managers	126	4.06	7.649	282.4	0.001		
		Experts	402	3.06					
Quantum Awareness	Homogeneity Variance	Managers	126	3.41	0.577	526	564	0.887	0.347
		Experts	402	3.37					
	Heterogeneity Variance	Managers	126	3.41	~~	~~	~~		
		Experts	402	3.37					
Quantum Action	Homogeneity Variance	Managers	126	4.11	5.881	526	0.001	0.419	0.518
		Experts	402	3.73					
	Heterogeneity Variance	Managers	126	4.11	~~	~~	~~		
		Experts	402	3.73					
Quantum Trust	Homogeneity Variance	Managers	126	3.5	3.525	526	0.001	0.081	0.776
		Experts	402	3.24					
	Heterogeneity Variance	Managers	126	3.5	~~	~~	~~		
		Experts	402	3.24					
Quantum relation	Homogeneity Variance	Managers	126	4.14	~~	~~	~~	17.4	0.001
		Experts	402	3.72					
	Heterogeneity variance	Managers	126	4.14	7.28	437.4	0.001		
		Experts	402	3.72					

DISCUSSION AND CONCLUSION

What is posited in traditional management theories as a management process (ie, planning, organizing, directing, and controlling) are general principles in which details of individual leadership skills are not referred to. But in The quantum model for leadership efficiency refers to the skills and attributes for the quantum leader, which turns him into a servant leader. The Quantum Leader thinks that serving to others is exactly his service. Quantum leaders are very sensitive to the signs of change, and with creativity and knowledge, they lead the organization to the future and more productive. He tries the possibilities that are possible. In the next few years, provide staff to upgrade the organization (Mokhtari Nouri & Khadem AlHusseini, 2008).

As much as the implementation of programs and activities can be extensive, management in the education sector can also be complex and have different skills to manage as necessary. So in this regard, the competence and quality of management skills of managers is one of the most important factors in maintaining success in each organization.

Therefore, the skills required by managers should be optimally considered due to environmental changes and new management practices such as quantum management with regard to change, speed and flexibility. Managers are familiar with quantum skills consciously or unconsciously, but rarely seen to use these skills. Also, the relative familiarity of managers with these skills is due to the intrinsic nature of quantum skills that are hidden in the frame and human beings. Changes in organizations from the point of view of management, in particular, quantum leadership, can not change their organizations until they themselves change. The purpose of this study was to assess the skills of managers of education departments of Fars province based on the quantum approach. In this regard, two questions were raised: 1) How do managers use quantum skills from the viewpoint of managers and experts? After examining and reviewing the first question, it was observed that from the managers' point of view, the skills, feelings, practices and quantum relationships are used to the optimum level and do not perform well in other skills, but from the point of view of experts, managers in no One of the quantum skills is not at the optimal level. This finding is not consistent with the results of Edrisy et al. (2017) and Dorky (2013). In other words, managers need to strengthen their skills, including quantum skills, because their experts claim that quantum skills are not optimal in managers. Also, the results of Friedman's test on quantum component rankings indicate that from the perspective of managers among the seven quantum skills, the highest priority is quantum communication skill and the lowest priority is the quantum knowledge skill. Also, from the experts' point of view, among the seven quantum skills, the highest priority is the quantum skill skill, and the lowest priority is the quantum trust skill, which is consistent with the results of Razavi's and Hughesi's second study (2014). 2) Is there a difference between the views of managers and their experts about the lack of managers' quantum skills? The results of the test indicate that the mean scores of managers and experts are not related to the quantum names in one level. Consequently, there is a significant difference between the viewpoints of managers and experts in quantum skills.

This finding is consistent with the results of Razavi's and Ayami Secondary's (2014) study. The results of Shelton and Darling (2013) show that one of these new measures at the present time is quantum management. Quantum management can enhance organizational skills in managers. In general, given the fact that research similar to that in the present study has not been conducted to evaluate managers' skills based on a quantum approach, it is not possible to compare the results accurately, but according to The results of previous research on quantum skills that all have the ability to have quantum skills by managers is effective in increasing their ability and organizational dynamics and agility. It can be suggested that the development of training programs to enhance the

quantum skills of managers is a necessary and inevitable.

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