



THE STRATEGIC MIND AND ITS ROLE IN ACHIEVING STRATEGIC SUCCESS AN ANALYTICAL DESCRIPTIVE STUDY IN THE IRAQI MINISTRY OF CONSTRUCTION, HOUSING, MUNICIPALITIES, AND PUBLIC WORKS

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Article history:	Abstract:
<p>Received: 10th November 2021 Accepted: 10th December 2021 Published: 26th January 2022</p>	<p>The research aims to identify the role played by the strategic mind of managers in achieving the strategic success that the organization seeks to achieve. Research in providing a set of solutions to the problems faced by the research organization and as far as research variables are concerned. The researcher adopted the descriptive analytical approach in the practical aspect, as the questionnaire was adopted as a main tool for data collection, which was prepared based on a number of ready-made standards after adapting them to suit the Iraqi environment, Which was distributed to a sample of (67) individuals who hold administrative positions in the Ministry of Construction, Housing, Municipalities and Works, and after processing and analyzing the data using a set of statistical tools, a set of results was reached that confirmed the validity of the hypothesis on which the research was based, and accordingly the conclusion was reached That the independent variable, the strategic mind, contributes to increasing the levels of the dependent variable through its own dimensions, and accordingly I recommend The researcher must activate the role played by the strategic mind for strategic success by creating all the requirements to activate his role and create the appropriate work environment.</p>

Keywords: Strategic mind, strategic success, Ministry of Construction, Housing, Municipalities, and Public Works.

INTRODUCTION

The contemporary accelerated environment has resulted in the emergence of a group of severe disturbances and rapid changes in its components, which compelled organizations to work with a set of activities and variables to adapt to them. The valuable and rare characteristics that constitute an advantage that outperforms other organizations, and to ensure that they do not lose their strength and competitive advantage as a result of neglecting the role of the strategic mind, which can occur due to the neglect or neglect of the senior management of the competitive environment, lack of anticipation and follow-up to market and customer trends, and then failure to implement its approved strategies. Therefore, this research attempts to clarify how organizations can employ the strategic mind to achieve strategic success.

RESEARCH PROBLEM

There is an intellectual debate about the importance of the strategic mind in supporting the organization on the pillars of its appropriate strategic direction and its implementation in the correct manner. It threatens its

survival and continuity in work, so the research problem can be explained in the extent of the ability of managers in the Iraqi Ministry of Construction, Housing, Municipalities, and Public Works to employ the strategic mind in creating a state of success of strategic nature within their organizations, and accordingly, the researcher can ask two questions to clarify the problem of research in all the greater, which is:- What is the nature of the strategic mind of the directors of the Iraqi Ministry of Construction, Housing, Municipalities, and Public Works?

• Is there a strategic success in the Iraqi Ministry of Construction, Housing, Municipalities, and Public Works?

research aims:-

The research seeks to achieve the following two goals:-

- Identifying the reality of the variables investigated and their relative importance in the organization in question.
- Diagnose the nature of the relationships that combine the investigated variables.
research assumes



In light of the research problem, the researcher puts two main hypotheses, as follows:

The first hypothesis: There is a significant correlation relationship to employ the strategic mind in the strategic success of the organization in question.

The second hypothesis: There is a significant effect of employing the strategic mind in strategic success.

The concept of the strategic mind:

When reviewing the historical roots of the strategic mind, we find that it is an old concept, despite the lack of articles and research on it, as it appeared at the beginning of the fifties with the emergence of strategic management through strategic planning processes and then strategic thinking until we reached the stage of strategic mind (32: 2008, Switzer Those interested in the field of management have emphasized the importance of the strategic mind of its managers in helping the organization to formulate its strategy, especially after this vital administration has become a strategic partner for contemporary organizations (2: 2009, Goldman). The strategic mind has been defined as the manager's ability to deal with the information The multiplicity that confronts them in working in a way that contributes to decision-makers and the development of policies and procedures necessary to deal with future predictions (243: 2013, Nuntamanop), see (Hussain and Abdul Hassan, 2019: 202) that this definition emphasized the importance of the strategic mind in dealing with the information that Faces managers at work. From a competitive point of view, the strategic mind was defined as the ability that managers have to interpret and analyze all the moves made by competitors and build the advantages that guarantee to address these moves (73: 2015 (Bouhali et al.)). Focusing on the nature of the relationship with the surrounding environment, it was known that The ability to monitor all developments that occur in the external environment variables, discuss their trends and categorize them as opportunities or threats to deal with them in a manner consistent with the organization's directions (2223: 2016 Al-Zubi,). Which corresponds to the investment areas it faces (2016: 673 (Kazmi et al., .), and in almost the same direction it is known as the tool that supports the innovation and creativity processes carried out by the organization to support its continuous improvement processes (Baei et al., 2017: 245), and The strategic mind can be defined as the capabilities that characterize the strategic mind represented by (intuition, vision, visualization, imagination, innovation, and self-management) that are used to process and interpret the information they encounter in working with A form that allows them to

enhance their role in implementing the organization's strategy and ensuring the correct progress towards achieving it (Husseini and Abdel Hassan, 2019: 203). About the importance of the strategic mind, it was considered the main driver of the organization's resources and how to use them in investing the resources available to it in the best possible efficiency to ensure that the goals and objectives are achieved with the required effectiveness. (Muriithi et al.,2018:2)

DIMENSIONS OF THE STRATEGIC MIND:

We refer here to several dimensions through which the strategic mind variable will be measured, as follows:

Intuition: - which reflects the ability of managers to act and make the right decisions without relying on specific criteria or clear indicators (Harteis, 2008: 69), and this component helps the strategic mind to make an imaginary leap for managers, and it is necessary to note that intuition does not reflect anything that contradicts with The mind rather reflects the advanced stages of thinking and experience that are refined in the strategic mind of managers (Erenda et al., 2014).

Vision:-; It includes managers' perceptions and aspirations who seek to achieve them in the future, and therefore this component represents the directive of the strategic mind towards the unknown future (Bouhali el at, 2015: 75). Models and the ideal situation that are adopted in their dealings with workers within the organization, and then enhance their ability to predict events and prepare to deal with them (310: 2018 (Ndalamba et al,

Visualization:-; It is represented by a set of subjective and objective factors that help the strategic mind to provide a set of new results of the original thee (Nwachukwu et al, 2017). It reflects the extent to which managers can consider and interpret the phenomena and variables that confront them at work, and then enhance the capabilities of their strategic mind To investigate and identify the nature of the relationships between these variables and the consequences thereof in terms of learning and thinking (2018 (Ates et al.,

Imagination: This component reflects the ability of the strategic mind of human resources to expand its vision and look at the variables more deeply and with greater confidence to make appropriate decisions (2: 2016 Savvas,). Updates for building plans and policies necessary to achieve the goals (Thompson 2017: 230)

Self-management: - The strategic mind of managers helps to achieve internal integration to direct the self and balance the activities and tasks that it implements (205: 2016, RombeRomed this component contributes importantly to strengthening the role of the strategic



mind by adhering to ethical and legal rules and strengthening self-confidence for managers and their ability to implement What is needed is important (3: 2018, Staden & Steyn)

Innovation: This component helps the strategic mind of managers to generate new ideas to address unfamiliar problems that hinder their progress towards achieving their goals (Pires 2013: 50). prefixed and calculated for their organization (Horn & Brem, 2013: 2).

THE CONCEPT OF STRATEGIC SUCCESS:

The concept of strategic success focuses on what was produced by theoretical propositions and linking these propositions to the scientific and intellectual reality of writers and researchers in looking at the situation of organizations from several aspects and trying to integrate it with the reality in which we live. These tools formed standards that harmonize with the conditions of the internal and external environments in which the organization operates, despite the possibility of sensing them in the concepts (efficiency, effectiveness, organizational success) that prevailed in the early stages and that formed the beginning of attempts to verify that organizations are moving towards the goals that they identified, and their survival and success Many specialists have transgressed to research in this vital and active field, and they had an impact on defining the concept of strategic success (Al-Azzawi, 2008:144). Intangible assets such as employees and organizational reputation (Tanner, 2005: 395), and Kasimoglu (2008: 395, sees that strategic success is the ability to link the success of For business and market growth, that is, the success of any organization's business depends on its growth in the market, benefiting from the growth potential available in various markets and developing strategies that help. As it becomes clear from the above that strategic success represents the organization's ability to implement its strategies set to achieve the goals it seeks to implement through a mature strategic vision of its environment and future, as well as its enjoyment of a positive organizational culture and climate that achieves success at the strategic level. (Salman et al., 2021: 75)

DIMENSIONS OF STRATEGIC SUCCESS:

Survival: It expresses the ability of the successful organization to understand the nature of competition with other organizations in an equivalent way to understand its capabilities and capabilities (2007: 311Jones,). The survival of the organization is associated with its ability to meet community goals as

well as its own. Within the limits of the required levels of effectiveness and efficiency, it is a prerequisite for its survival, and it depends on the survival of the organization's operations and linking the survival of the organization with change. As the ability to change is considered a determinant of the organization's survival or death in a dynamic environment (Al-Khafaji, 2004: 100). Staying in the field of competition is a goal that all organizations seek, and may require them to pay attention to the interests of all parties related to the organization, including investors, suppliers, customers, and workers. These interests require an extensive study of the organization's relationship with them (Hussain, 2007: 164).

Adaptation: It is defined as the response to various environmental factors, including the internal environment and adaptation to the relevant environmental dimensions of the organization, which in turn determines its overall environment (Cobbold & Lawrie, 2003: 78). Adaptation is also an appropriate indicator to express the ability of the system or the organism to change what is necessary to meet the requirements of the environment in which it lives and how to achieve a balanced rate of growth and survival (Macmilan & Tampoe, 2000: 268) because it represents an indicator of the organization's ability to diagnose the environmental changes taking place. In its work environment and then make all possible modifications and changes in its structure and organizational activities to achieve harmony with these changes (Dagher and Saleh, 2000:534).

Growth: (Jones, 2007:312) indicates that organizations should not consider growth as the desired end, because growth must be the ability to develop (by-product) that meets the market need and leads to more resources. If the organization wants to achieve growth, it must achieve acquisition and development The internal process of its capabilities, as the acquisition of capabilities brings benefits to the organization, or development brings costs. This process in its entirety achieves growth for the organization, but it can only take place in the presence of organizational capabilities, so growth may lead the organization to increase strategic learning and knowledge and take it as a pioneering behavior as well as increase its use of resources and capabilities (Salman and others, 2021: 75).

THE PRACTICAL SIDE:-

Test the research hypotheses that show the nature of the relationship between the strategic mind variable and



strategic success through Table (1), which shows the Pearson correlation coefficient, as shown below:

Table (1), the correlation relationship between the research variables

Variables	survival	Adaptation	growth	strategic success	Significant Relationship	
					No	Relative importance
intuition	**0.58	**0.75	*0.37	** 0.68	3	%100
Vision	**0.30	**0.75	**0.48	**0.39	3	%100
visualization	**0.72	**0.70	**0.59	**0.67	3	%100
fantasy	**0.59	**0.47	**0.70	**0.59	3	%100
innovation	**0.70	**0.45	**0.52	**0.55	3	%100
Self-management	**0.45	**0.50	**0.66	**0.53	3	%100
strategic mind	**0.48	**0.54	**0.61	**0.56	3	%100
Significant Relationship	No	6	6	6	%100	%100
	Relative importance	%100	%100	%100	%100	%100

* Correlation at a level of significance of 0.05 ** Correlation at a level of significance of 0.01

It turns out that the total value of the correlation coefficient between the variable of the strategic mind of human resource managers and the strategic drift was (0.56), which is a strong direct relationship at the level of significance (0.1), and these results confirm the importance of the role played by the independent variable in increasing the levels of the dependent variable, and also show the importance of the relationship Between these two variables through their four sub-dimensions, the correlation between them and the dependent variable was (0.68**, 0.39**, 0.67**, 0.59**, 0.55**, 0.53), all of which are strong positive relationships with significant significance at the level (0.01), and constitutes 100% of the total correlation relations, and therefore these results allow the acceptance of the first main hypothesis of the research, which states (there is a correlation relationship with moral significance for the strategic mind in achieving the strategy in the Ministry of Construction, Housing, Municipalities and Public Works).

As for the influence relationships, they were measured using the simple linear regression coefficient and as in Table (2), where the calculated P value amounted to (14.61), which is greater than its tabular value, with a

seminal level (0.01) and with confidence limits (699), and these results confirm the existence of an effect for the variable The independent variable in the dependent variable, as for the value of the constant, it reached (0.39 a), which means that there is a strategic success of (0.39) even if the strategic mind is equal to zero, and the value of the constant reached (0.69 (B =)), which means that a change in the independent variable by one unit will lead to A change in the dependent variable by (0.69), while the value of (R²) reached (0.31), and this means that the amount of (31%) of the variance in the strategic success is explained by the strategic mind that entered the model, and that only (61%) It is an explained variation from factors that were not included in the regression model.. Also, the number of regression models achieved a significant effect in the dependent variable amounting to (6) models out of (6), that is, by (100%) of the total influence relationships. The results are shown in Table (2), there is a justification for accepting the second main hypothesis on which the research was based, which indicated that the D Effect of the significant signs of the strategic mind on strategic success in the Ministry of Construction, Housing and Public Works

Table (2) shows the impact of the strategic mind on strategic success

Variables	a	B	R ²	F	Significant	
intuition	0.43	0.62	0.46	12.76	0.01	effect
Vision	0.31	0.81	0.15	13.65	0.01	effect
visualization	0.36	0.73	0.45	10.45	0.01	effect
fantasy	0.37	0.69	0.35	16.05	0.01	effect
innovation	0.45	0.66	0.31	13.78	0.01	effect
Self-management	0.44	0.65	0.29	12.76	0.01	effect



strategic mind	0.39	0.69	0.31	14.61	0.01	effect
Tabular (F) value at the 0.05 level = 4.05			tabular (F) value at 0.01 = 7.08		n = 67	

CONCLUSIONS AND RECOMMENDATIONS:-

CONCLUSIONS:

1. The organization owns the Ministry of Construction, Housing, Municipalities, and Public Works directors who have an open strategic mind capable of helping it determine the strategic directions it adopts to implement its activities and tasks. The results of the analysis also show the existence of a case of success in its strategic range, and the results of the correlation analysis confirmed that there is an effective role The strategic mind in increasing the indicators of strategic success, while the results of the influence relations indicated that there is consistency with what was mentioned, as it confirmed the contribution of the explanatory variable and significantly in expanding the levels of the dependent variable.

RECOMMENDATIONS

The Ministry of Construction, Housing, Municipalities, and Public Works must strengthen the role played by its managers and deal with them as a strategic partner that contributes to the formulation of the strategy and not just its implementation. And the organization in question must prepare training programs that enhance the role of the variable of the strategic mind and strengthen its capabilities to invest in it to achieve strategic success, and the need for the Ministry of Construction, Housing, Municipalities, and Public Works to review the experiences of developed countries in the field of housing and reconstruction and benefit from its results in the Iraqi environment.

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