

تواريخ البحث	مراجعة موضوع : العقل الاستراتيجي
تاريخ تقديم البحث : 2024/1/22	
تاريخ قبول البحث : 2024/2/11	
تاريخ رفع البحث على الموقع:	
2024/3/15	المدرس الدكتور ابتسامة رعد ابراهيم
	المدرس الدكتور علي عدنان حسن
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المستخلص :

تواجه المنظمات بشكل عام العديد من التحديات في ظل الأسواق العالمية والمنافسة الشديدة سواء على المستوى المحلي أو الدولي، مما اضطر المنظمة إلى الدخول في منافسة شديدة، الأمر الذي يتطلب عقلاً استراتيجياً قادراً على إنتاج سلع وخدمات عالية الجودة لتحقيق التفوق والتميز. الأفضلية على المنافسين، حيث أن العقل الاستراتيجي يعمل على مراعاة كافة المتغيرات المحيطة بالمنظمة ومن ثم يعمل على تحقيق الاختيار الأمثل والعمل على الحذر والاستعداد والرغبة الفعلية في تحقيق التفوق وبناء عليه تم صياغة نموذج بحث لتحديد العلاقة بين العقل الاستراتيجي وأبعاده المتمثلة في (التفكير المنظومي، وإعادة الصياغة، والتأمل).

الكلمات المفتاحية: العقل الاستراتيجي، أبعاد العقل الاستراتيجي

Subject Review: Strategic mind

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Abstract :

Organizations generally face many challenges in light of global markets and intense competition, whether at the local or international level, which forced the organization to engage in intense competition, which requires a strategic mind capable of producing high-quality goods and services to achieve superiority and preference over competitors, as the strategic mind works to take into account all the variables surrounding the organization and then works to achieve the optimal choice and work on caution, readiness and the actual desire to achieve superiority Accordingly, a research model was formulated to determine the relationship between the strategic mind and its dimensions represented by (systemic thinking, reformulation, and reflection).

Keywords: strategic mind, dimensions of the strategic mind

Introduction

The strategic mind is the important element of strategists, as the strategic mind works to take into account all the variables surrounding the organization and then works to achieve the optimal choice and work on readiness and serious desire to achieve excellence and participate in making the world better, and the interest in how to reach organizational excellence is an important topic in itself in organizations, so organizations are interested in this element and seek to own it and provide the appropriate environment for it to innovate, so the strategic mind is the key to success in the business environment Rapidly changing and controlling sudden changes in order to take advantage of opportunities in changing markets.

1. the concept of strategic intellect

In the 1980s and 1990s, the concepts of strategic thinking and strategic mindset gained popularity in strategic management literature (Azarpour, 2022:2). Despite the lack of articles and research in the field of strategic mind, it appeared with the emergence of strategic management through strategic planning processes and then strategic thinking until we reached the stage of strategic mind (Switzer,2008;32) as the strategic mind is important in helping the organization to formulate its own strategy after the administration has become a strategic partner for contemporary organizations (Goldman.2009).

(Liu.2020:2) referred to the strategic mind as it includes the acquisition of information carried out by thought processes and involves from analytical to holistic mode, and potentially a broader spectrum of ingenuity achieved from cognitive processes for all solutions to issues or problems facing the organization, as indicated (Chen et al, 2020:1) refers to the strategic mind as the ability to direct and employ skills and know how to master them towards achieving goals at specific times by practicing thinking more to increase knowledge and discover new problems or opportunities in the organization, analyzing tasks effectively and then planning and executing faster, self-monitoring and reviewing strategies.

From a competitive point of view, the strategic mind has been defined as the ability to interpret and analyze all the moves made by competitors and build the advantages that ensure addressing these movements (2015 Bouhali et al) and (Majdenic et al,2017:35) that the strategic mind is the optimal

investment of operational activities and their performance according to strategic plans through a group of individuals with different expertise and experience

2.1 The importance of the strategic mind

the importance of the strategic mind emerges from the impact resulting from the role played by the mind in generating ideas, making knowledge and employing them to formulate strategies in the organization, and work is done to collect and analyze many information, and thus practice understanding and interpretation to achieve future goals, as leaders are less interested in decisions based on intuitive guessing, so decision-makers should participate and listen to different points of view to reach additional knowledge that helps support solutions to situations in the organization (Kazmi et al,2016:388), has explained (Rajab,2013: 22) The importance of the strategic mind in organizations in the following points:

- A. The ability to build a clear vision that achieves the goals and objectives of the organization.
- B. The ability to weigh things through insight and physiognomy that helps fruitful and effective decisions.
- C. High abilities to analyze, understand and interpret the information gained to support solutions to issues or problems in the organization.
- D. High skill in choosing the appropriate alternative and adapting to changing environmental conditions.

2.2 Dimensions of the strategic mind of leaders:

The research relied on the dimensions referred to by (Pisapia et al, 2005:44) and (Chen et al,2020:1), and systemic thinking, reformulation, and reflection were identified, being more consistent with the field of study shown as follows:

A. **Systems thinking**

Systems thinking is the result of mental processes strategically and thinking holistically to reduce uncertainty and obtain and analyze the necessary information, in order to face problems or issues that need strategic decisions and decisively for the organization, because the environment has become more complex, dynamic and uncertain, and new philosophical trends have been formed to understand these

processes, and that systems thinking is relevant to the modern world, and it is mutual relationships that are difficult to predict, as systems thinking depends on the principle of comprehensiveness, that is, the vision of the organization as a whole, This results in more information (Skarz auskiene,2010:2), and is one of the crucial skills for leaders by acquiring the largest amount of knowledge resulting from information in order to face problems or issues in the organization (Grohs et al,2018:1) which helps decision-makers see interrelationships rather than static parts on an ongoing basis, is a field of knowledge for understanding environmental changes by studying dynamic causes. (Mella & Gazzola, 2018: 2).

B. Paraphrasing

are important transformations and effects as they serve to solve problems or issues in through information and explore solutions from changing the way of implicit point of view and creating a new capable of supporting solutions innovatively (Kaufman et al,2013:3), and that decision-makers need to reformulate problems, issues and situations in the organization by changing the preparation of concepts, points of view or emotions and placing them in another framework that suits the facts, leading to reformulation by reaching the desired performance and engaging in analytical thinking of situations instead of making and making a decision quickly and intuitively (Razer & Friedman 2017:52).

C. Reflectivity

Reflection is an opportunity to look at events or situations from a different perspective that relates to formal processes that involve conscious, informal activity that is more emotional , Decision-makers have the ability to weave rational reasoning through perceptions, past experiences, and information gained from the outside world, filter them out by issuing decisions and creating intuitive principles that guide the organization (Pang & Pisapia 2012:346). a basic mental process, multiple activities such as examining a situation, reviewing problems, and applying acquired knowledge to situations, Work to find alternative solutions, generate potential predictions, recall the past, and restructure assumptions and values by considering personal experiences and Previous experiences (Azarpour,2022"56).

3. Conclusion

We conclude from the above that there is a direct relationship between the strategic mind and its dimensions represented by each of (systemic thinking, reformulation, reflection), where the strategic mind can play an important role in generating ideas and making knowledge by relying on its three dimensions, as the first dimension of systemic thinking may result from mental processes in a strategic form, and with regard to the second dimension, reformulation is a process of thinking in unconventional and innovative ways to support decisions creatively, while the third dimension is Reflection is cognitive manipulations within the strategic mind by looking at past experiences.

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