



Strategic leadership skills as a moderate of the impact of environmental challenges on effective management of the environment according to the model (VUCA Prime)

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Abstract:

Purpose – The main purpose of this research is to highlight the main role of strategic leadership skills for top managements in accessing to effective management in accordance with the (VUCA Prime) methodology in (VUCA) environment as Miniature virtual environment, which refers to (Volatility), (Uncertainty), (Complexity), and (Ambiguity).

methodology – To achieve the research objective, this study selected the quantitative approach in research design, Questionnaire was used as a main instrument for data collection, the sample comprised the opinion poll (106) individual who functions as head department. (Structural equation modelling by (Smart Pls3) was used for data analysis.

Findings: Leaders at top managements possess high skills and expertise, but the Leaders have not used their skills rightly, with the extreme dealing caution against risk. This was reflected in the diversity of services provided by Iraqi private banks.

Research limitations : The researcher suffered many difficulties, including the lack of transparency and the country's turbulent circumstances, and the shortage of the number of Collaborating banks, which affected the adequacy of the statistical sample because most of the top managements of those banks fear the result of the assessment, which led to inaccurate answers avoided with using appropriate statistical methods.

Practical implications: The research discusses the skills of strategic leadership and how it contributes to changing the impact of environmental challenges, which face the top managements of banks, which contributes to the development of a clear method, leading the top managements to effective management diagnosis of failure points and trying to avoid them.

Social implications : The top managements access to the Effectiveness will lead to Prosperity of the Iraqi private banks and increase the banks' s ability to adapt to the environment, which will lead to the results of economic prosperity in the country. through the skills that the management possess and achieving the goals of communicating with all stakeholders to follow the best ways to achieve the social goals of the skills.

Originality : The scientific value of the research is research in three important variables for modern organizations which are environmental skills and challenges, skills and Effective management. Especially for their association with an important phenomenon which is leadership, assuming positive responses in motivating top managements to use their skills in managing those challenges, to contribute to the development of an integrated system of adaptation, considering the Iraqi environment that embodies (VUCA) environment.

Keywords: VUCA Prime, strategic leadership skills, structural equation modelling.

1 - Introduction

Strategic leadership skills are an important factor in the success of leaders in managing their organizations, which requires high levels of skills. It is considered one of the most prominent approaches to the study of leadership in the context of chaos, ambiguity, rapid global volatility and complexity in conditions of uncertainty as components of the environment (VUCA). An apparent interest in the leadership skills approach has been active since the 1990s in an extension of Katz's essays on skills in the 1950s. In a world of competition, digitization and flexible organizational structures. In view of the successive crises and the current (19-COVID) crisis, which showed a great lack of strategic leaders and the link of the topic and its synchronization with ethical and social challenges in the lives of the principals and their relations with their Followers, this is what it is trying to address and the formation of an integrated intellectual system. In the (VUCA) environment a profound intellectual debate has emerged about successful adaptive models in changing environments. The researcher tried to enrich the intellectual accumulation of the topic and diagnose the extent of the influence of environmental factors and their importance. This is what applies to the Iraqi and banking environment, in particular, and to the economic importance of this promising sector, if it invested properly. The top managements of banks needs to employ these skills to reach effective management. In the same context, it is not possible to reach effective management except with the presence of strategic leadership skills, in an attempt to develop solutions to current and future problems to meet environmental challenges.

1.1: Research problem: The intellectual dilemma stems from the environment (VUCA) and the difficulty of managing its components and preparing the organization for long periods of time towards success and prosperity. Hence the field problem arises if most Iraqi business organizations and private banks suffer of weak effective management and a lack of leadership skills in them or not employing them properly, which constitutes a major weakness that prevents them from moderate the impact of environmental challenges so the research problem can be expressed by asking about the extent of the role that strategic leadership skills play in moderate the impact of environmental challenges in effective management according to the (VUCA Prime) methodology.

1.2 Research Importance: The importance of research comes theoretically through researching three variables of leadership, which is the skill and what it represents for the leader, from which the strength of the leader's influence in his subordinates and the success of his organization is demonstrated, the second is environmental management, and the third is the effective management of it. As for the importance of field research, they manifest it in assisting private banks researched in diagnosing the abilities of leadership skills possessed by top managements to moderate the effect environmental challenges. by reviewing previous scientific efforts and diagnosing shortcomings and weaknesses and highlighting the strengths of the organization. To be one criterion in selecting and promoting new leaders based on ability and familiarity to contribute to its success in the VUCA environment towards effective management.

1.3- Research objectives: The research seeks to achieve the following

- Definition of what are the skills of the strategic leader and how to develop them and measure their level in the organization
- Measuring the moderated role of skills to adjust the paths of environmental challenges and reaching effective management towards success in formulating vision, understanding, and lightness, and creating a state of clarity and access to agility.

2. Literature review:

2.1: previous studies: - The researcher relied on some previous studies to support both theoretical and practical aspects.

A- Study (Bernstein, Laura E, 2014): entitled (The Perceived importance of VUCA-driven skills for 21st century leader success and the extent of integration of those skills into leadership development programs) The purpose of this study was: To measure the extent to which business leaders perceive the ten new leadership skills as important 'it measured the extent to which the ten new leadership skills were integrated into development programs. Leadership skills. The most prominent results were that clarity, the dilemma of flipping, the innate maker, and structural polarization respectively are the skills that are seen as the most important to address both strategic priorities and immediate urgent problems. The results do not reveal a big difference between the size of the institution and the perceived importance of each skill. The researcher benefited from supporting the selection of the ten skills model.

B- Study (Adeleke et al, 2018): entitled: (strategic leadership skills and organizational citizenship behavior: the role of perceived organizational support among employees in the public). The study aimed to diagnose the difference in organizational citizenship behavior of employees with different strategic

leadership skills and their role in supporting them. The most prominent results were that organizational citizenship behavior is not different for each category of strategic leadership skills (expectation, decision, learning, alignment, interpretation, and challenge) as presented by Shoemaker et al., (2013). Also, even after controlling for perceived organizational support, lessons learned to support the practical side of research and Support selection ten skills model.

a. Philosophical discussion of the concept of Strategic leadership skills: Considered Robert Katz is one of the first researchers on skills in 1955 to overcome the problem of leadership Traits by treating leadership as a set of skills can be developed, these skills are completely different from the characteristics, skills are what can be accomplished Leaders while attributes are an innate characteristic of leaders (Northouse, 2017: 43-44). Therefore, Gambrell (2015: 33) emphasizes that research in leadership skills is clearer and more comprehensive than research in the Traits of leadership. The concept of skills, can be categorized into perspectives of cognitive interaction with these concepts. My agencies: (skill in the concept of capability): (Collins, 2005:51) indicate that skill can be defined as the distinctive capabilities and talents of employees. And (skill in the concept of ability): defines Schermerhorn Jr et al. (2010: 16) it as the ability to translate knowledge into actions that lead to the required performance. And (skill in the concept of competence): He sees Alshaher (2013: 1952) that the distinctive competencies are the best that the organization does and the workers in the organization possess it (Osoo & Machuki, 2019: 156). And (Shaffer & Zalewskim 2011b: 76) on the perspectives of competence and competencies. The term human capital stands to understand the economic value of many forms of learning and performance also depends on it to motivate members and build a network of social relationships (sometimes called social capital). Yukl (2013: 274) indicates effective teamwork is implemented by those who have strong skills, confidence, and commitment to the organization's goals for efficiency and innovative adaptation. (Skill in the concept of acquisition): Ivancevich et al. (2014: 69) mentioned that skill is an acquired talent to perform the task as it is generally stable and with The changes when training or experience occurs .. and finally (skill) The concept of the mixture): This corresponds to the concept Colquitt (2015: 585) it is the knowledge and degree to which workers have the ability and competence necessary for success.

b- Types of Skills: Leadership traditionally depends on three basic personal skills, namely technical, human and conceptual skills (Nahavandi, 2015: 138) emphasizes the fact that leaders, with their advancement in their organizations, are less dependent on technical skills and increasingly need personal and conceptual skills. There are from the skills section to classifying it into soft skills: it is also referred to as "people skills" so it is known as a group of personal traits that improve and empower positivity and enhance the interactions of individuals and their relationships with each other at different levels (Aquila et al, 2017: 1). As for the hard skills, Shooter et al (2009: 6) referred to them as technical skills required for a specific task or group of tasks.

Some of them focused on the high conceptual skills that strategic leaders need in senior management such as vision and problem-solving skills. Moldoveanu & Narayandas (2016: 21) from Harvard Business School ranked the strategic skill set into (functional cognitive skills): skills associated with standard

models Leaders need to process a great deal of information to make complex decisions often (Pijpers, 2010: 137) ,(cognitive skills: metadata): this is what he referred to Mumford et al. (2009: 89-90) as performance depends pragmatic leaders have the skills needed to analyze and solve organizational problems about this experience as they come And this led to the intelligence, creativity, critical thinking, judgment, wisdom, and knowledge. And (non-cognitive, emotional, and cognitive skills): (Goleman, 2017: 66) indicates that emotional intelligence represents the ability to effectively manage self and relationships consisting of four capabilities: self-awareness, self-management, social awareness and social skill, which leads to several skills. (Non-cognitive skills: self-control leadership skills, self-organization and X skills): These skills are centered around the relative age value of different skills and formulation of “executive functions of the brain” and are related to the implementation of the CEO’s mind, which are most relevant to it and the division of big problems into different sub-tasks Goals and functions. (Individual skills vs. relational skills): Matthews (2015: 64) refers to social assessment skills and interpersonal skills as a critical leadership characteristic also known as social intelligence by understanding feelings and ideas and responding to them effectively and linking the behavior of group members to the leader's appearance and effectiveness.

c- The Ten Leadership Skills Model: Not all managers are leaders and not all leaders have managerial skills that managers are not expected to be a vision while leaders generally predict future impacts based on evidence and have a vision and some are leaders by nature and some need motivation and motivation and develop new skills to guide their organizations and societies in the future (Kumaran, 2012: 45). Given the different levels, divisions of skills, and future needs of leaders, Johansson came up with a model of the 10 leadership skills for future leaders. As mentioned, Johansson (2017-13-13):

- **Maker Instinct:** using the leader’s internal motivation to build and grow things, communicate, and reshape organizations.
- **Clarity:** Seeing the future chaos, clarity about what they make, and flexibility in terms of How.
- **Dilemma Flipping:** The ability to transform dilemmas into advantages and opportunities as they cannot be solved.
- **Immersive Learning Ability:** comprehensive learning and the ability to integrate oneself into unfamiliar environments to learn from them proactively.
- **Bio-Empathy:** seeing things from nature, understanding, respect and learn the patterns of nature.
- **Constructive Depolarizing:** Attracting people from different cultures is the source of unwanted polarization, towards positive participation and calming tense situations dominated by disputes and interrupting communication.
- **Quiet Transparency:** openness and authenticity without exaggerating self-enhancement without media, which makes it a great goal.
- **Rapid Prototyping:** Creating early versions of innovations with an expectation of success, failure to account, and learning from these early setbacks in interesting ways.
- **Smart Mob Organizing:** Create interactive social business networks using electronic media.

• **Commons Creating:** nurturing and developing what all stakeholders can benefit to the competition.

2.2.2-Effective Management according to the (Vuca Prime) model:

a. **A (VUCA) environment:** is a microcosm of the broader environment to facilitate the task of leaders. The acronym (VUCA) first appeared in 1997, as the topic was discussed for the first time at the War College of United States in (1987). As an attempt to prepare for effective leadership in this environment, today indicates a change in organizations, success requires smart leadership that adopts new perspectives on adaptation and changing strategic imperatives that require high internal resilience from a key perspective of change (Dunbar, 2013: 13).

Blackburn et al (2015: 408) refers to the reflection of the main characteristics of these challenges in the current economic environment as the term VUCA refers to (Volatility) to the speed and magnitude of the change, both in the information and in the circumstances. And (Uncertainty) is the lack of knowledge, not in terms of cause and effect, but rather whether an event is important enough to constitute a meaningful cause and there is a lack of predictability (Thebe, 2017: 30). (Complexity) Confusion of issues and chaos surrounding any organization (Venkatesh, 2016: 19). Whereas, (ambiguity) is the inability to accurately visualize threats and opportunities before they become destructive and results from the confusion of circumstances or lack of clarity of the meaning of the event (Ko&Rea, 2016: 378).

Sahu & Panda (2016: 1) state that the VUCA model of environmental challenges in the private sector did not gain much importance until the terrorist attacks that took place on September 11, 2001, and the beginning of the financial crisis in the period 2008-2009 when organizations around the world suddenly found themselves Faced with similar disturbances in their environments and business models. This is confirmed by OECD (2016: 64) who points out that successive complex crises have become a regular feature and are usually surrounded by complex social and technical factors that are likely outside the competence of leaders and are associated with a great deal of uncertainty that can be determined through expert assessments of subjects often will be ambiguous.

b - **Effective Management:** The term effective management is a broad terminology, but it can be discussed through

-**The concept of effective management:** The effective management of environmental challenges can be highlighted from two perspectives of effective leadership: (the perspective of the effective leader): And when Lorange (2010: 41) emphasizes that effective management during troubled times means understanding and meeting customer expectations, learning and gaining positive visions of failure It is very important and unless the leader understanding it, will be that it is difficult to determine the most important learning points through his experiences, it deserves to do a great deal of analysis retroactively, because it is these ideas lead to a better understanding of the customers and the environment which leads to very valuable results. Gordon (2017: 30-31) adds that effective management is a practice of skillful interaction within an organization's social network to help the group act creatively. Kornelsen (2019: 27) emphasizes that leadership is usually affected by three main factors: the leader, followers, and context, as effective management emerges when these three dimensions are appropriately aligned. And that there are basic requirements for effective leaders

in the VUCA environment as discussed by Casey (2013: 3), which is the vision: to take advantage of opportunities that only the challenge and courage is seen: making judgments about the future always involves personal risk : leaders with strong They produce Strong values, trustworthy organizations. (Effectiveness from an organizational perspective): organizations with effective organizational leadership capabilities are better able to respond to the changing environmental factors that influence competitive advantage and innovation, Rainey (2010: 334) cited Senge's model development work as an introduction to the organization's extended architecture and strategies for managing complexity and driving change better. Gary (2013: 147) believes that successful organizations adapt through conducting a deep analysis of customers and the market to insight into all environmental elements to seize opportunities and mitigate risks by making changes before the problem occurs and Kerr (2013: 31) counts the (kaizan) philosophy as the best an attack form and is a continuous feedback loop and a means of prosperity in a VUCA environment. Klaus & Siegfrie (2015: Xiv) emphasizes that the world involves a faster and more rapid pace of innovation needed to respond to a changing environment. Resource mobilization and conversion is an ongoing renewal and reorientation of the organization for upcoming opportunities (Steiber , 2018: 11-12).

-The (Vuca Prime) Model for Effective Management: For Effective Management of Environmental Challenges of the Vuca Model JOHANSEN proposed his model (Vuca Prime), which consists of four pillars as a counterpart model for the solution in facing challenges, namely:(Vision): The letter "V" refers to the vision for organizing the process of thinking and designing models and enhances the capabilities of the leaders and the prediction of unexpected events and the willingness to deal with them (Hussein & Abdul Hassan, 2020: 203) and (Understanding): the letter "U" indicates the ability of leaders to stop and looking, listening and learning is beyond their functional areas of expertise effectively in the VUCA (Lawrence, 2013: 6) and (clarity) environment: The letter "C" indicates knowledge of where to go, which requires many decisions. Reflecting a degree of pragmatic in strategic direction placement (Gulette & Vandenbempt, 2017: 59) And (agility): The letter "A" indicates rapid response, adaptation and more alertness towards unexpected events and flexibility (Alkubaisi & Almado, 2019: 29)

2.2.3 - Connecting all study variables:

To work effectively in the world of VUCA, leaders will need new skills to make their future and with dilemmas and paradoxes that do not have clear solutions to satisfy many stakeholders (Awal & Stumpf, 2010: 2229) and build self-awareness, understanding, skill sets and understanding and inclusion of knowledge about the organizational context they face (Ely & Zaccaro, 2011: 336).

Stein (2014a: 61) emphasizes that there is a balance between challenges and skills. If the challenge is very difficult, leaders feel frustrated and vice versa, as the flow occurs at the optimum balance between capabilities and mission, which makes them alert, focused and effective. Ellis (2015: 217) emphasizes that when optimizing to reduce resistance to change using leadership skills is a vision of what the team can achieve and although some leaders may never adapt to the atmosphere of change, most of them will be more flexible over time assuming

they see the expected results. Furthermore, Parker et al. (2015: 236) indicate that the traditional focus of work and performance outcome training has been expanded to include a wide range of personal and professional results that enable leaders to adapt to increasing changing circumstances and build lightness during change and crises known as (VUCA). Here it is worth noting the intertwined skill we mentioned earlier from the strategic skills mentioned (Kouzes & Posner, 2016: 155-156), which is sympathy as the most important skill that leaders need to succeed in this troubled world, so it is not Surprising that sympathy and learning are positive if the leader is able to understand others and embrace their views. Suriyaprakash (2016: 125) confirms that the world is going through a rapid transition, especially in the field of business, as organizations face economic conditions, and effective leadership is a key factor in exceeding expectations.

Cirpan (2017: 155) stresses that organizations will not live long unless they have the skills to describe the challenges leaders face. Thomson & Emmens (2018: 90) notes that workplaces include multiple tensions and conflicts often, with important things including reconciling vision, growth and change with resilience and successful leaders who managed to manage cultural complexity with the ability to grow in the digital world Fluently and this requires high cultural intelligence as a result of the leaders 'intelligence (Summative and emotional). Hurst et al. (2018: 276) states that, as a result, personal skills are developed in particular with regard to dealing with change, uncertainty, and ambiguity, all of which contribute to the ability to adapt to new situations and expand thinking for more lightness as well as coming up with new and innovative approaches to problem solving.

Abidi (2018: 5) emphasizes the soft decision-making skills that are positive for the way in which you find the most important resources. Strong communication skills and high-level thinking will be a valuable asset in the VUCA environment, which leads to agility to take advantage of environmental opportunities and avoid threats.

2.2.4- Research model:

Environmental challenges represent the explanatory variable, strategic leadership skills moderated variable, and effective management of environmental challenges. The variable is responsive, and this is illustrated in Figure 1. The vertical arrow represents the moderated effect of strategic leadership skills and the horizontal arrow is the effect of the explanatory variable in the responsive variable.

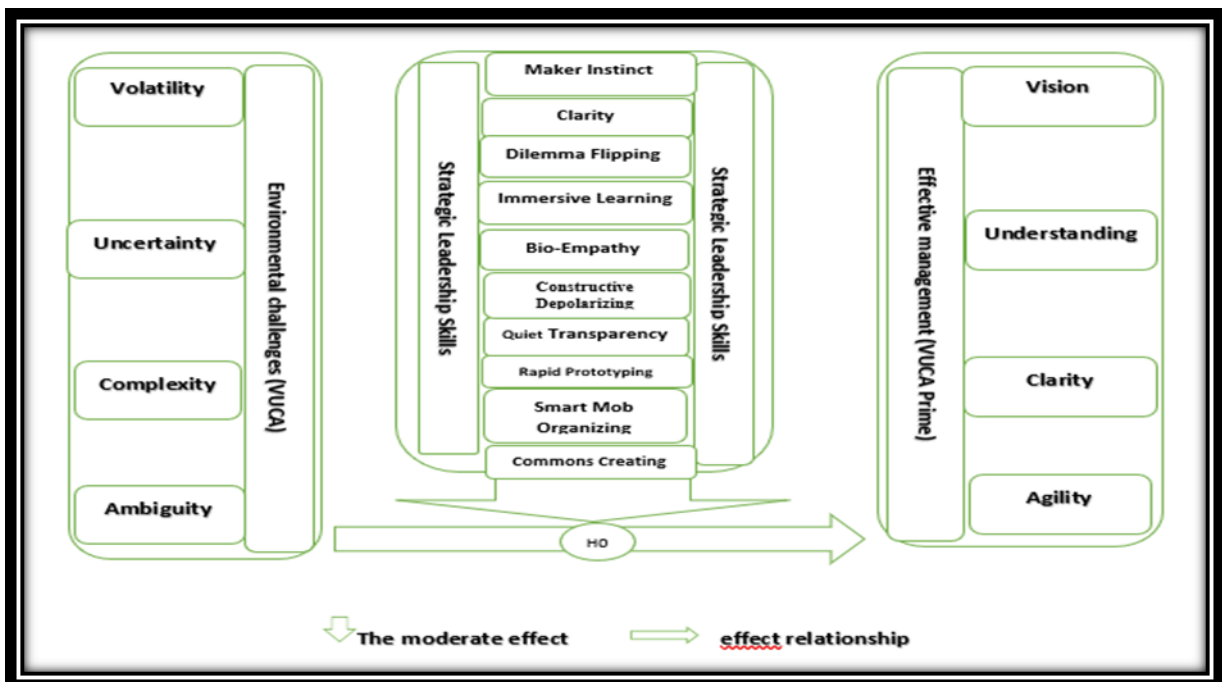


Figure 1: The hypothesized research model

2.3 :The research hypotheses: The research aims to test the main hypothesis "strategic leadership skills may significantly contribute to moderating pathways for influencing environmental challenges in effective management" and the following sub-hypotheses are subdivided from them:

H1. Maker Instinct skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H2. The clarity may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H3. The Dilemma Flipping skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management

H4. The Immersive Learning Ability skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H5. The Bio-Empathy skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management

H6. The Constructive Depolarizing skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H7. The Quiet Transparency skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H8. The Rapid Prototyping skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H9. The Smart Mob Organizing skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

H10. The skill of Commons Creating may significantly contribute to moderating pathways for influencing environmental challenges in effective management.

3-Research methodology:

3.1- Research methodology and data collection tool: The researchers used the quantitative method, and the researchers relied on the questionnaire tool according to the Likert pentatonic scale and were presented to a group of arbitrators. Because the questionnaire questions are mostly derived from the theoretical side, or were brought from untested forms

3.2- Research population and sample: 11 Iraqi private banks were chosen as a Research population. The reason behind that these banks work within a (VUCA) environment These banks are: Al-Ahly Iraq, United Investment, Mansour, The Islamic National, Babel, Sumer, Assyria, Al-Istithmar, the Gulf, and the Middle East. 127 survey questionnaires were distributed, but only 106 questionnaires were Receipt completed and used for final analysis.

4. Results and discussion;

4.1- Validity and reliability of the questionnaire: The validity of the questionnaire indicates the appropriateness of the measures used in the research and the accuracy of the results, and the possibility of generalizing them There are two types of honesty are apparent honesty (Content Validity): It measures the appropriateness of the items of the questionnaire by presenting them to a group of experts with competence, and expressing their opinion about it The questionnaire was presented to a group of expert professors in the field of business administration, and the percentage of experts agreeing on the items of the questionnaire was more than (80%), and constructive validity (content) (Construct Validity), as it tests the suitability of the scale with the theories in which the questionnaire was designed in the light of which there is Three types of constructive honesty are sincerity Convergent Validity to evaluate the correlation of the questionnaires of the dimension or variable, and the discriminate validity, as it measures the independence of a dimension or variable from the other, as the relations between them should be low intensity, and the validity of the conceptual fabric (Nomological Validity) and indicates the theoretical correlation of research concepts with Theory. Construct validity is divided into:

0.4- 0.7 >Outer loadings

0.7 >Cronbach's Alpha

Composite Reliability > 0.7

Average Variance Extracted (AVE) > 0.5

Source: Hair., Joseph F.& Hult, Tomas M.& Ringle, Christian M.& Sarstedt, Marko (2017). A primer on partial least squares structural equations modeling PLS-SEM,2nd .ed, SAGE, Los Angeles.

Upon analyzing the items, the results were shown according to the study variables According to:

• **Strategic leadership skills:** The item of (41 Q) of the (Composite Reliability) dimension achieved the highest degree of saturation (Outer loadings), amounting to (0.845) and Paragraph (Q43) of the same dimension achieved the lowest saturation value of (0.262), which is below the threshold, which requires deletion From the scale, after measuring (Cronbach's Alpha) and the Composite Reliability of the scale reliability and consistency, it achieved after (Constructive Depolarizing) (0.850) and (0.889), respectively, as the highest result at the sub-

dimensional level knowing that the Composite Reliability is a newer measure than the Cronbach alpha scale and the average contrast. Extract (AVE) amount (0.572), which depends on the saturation of the vertebrae and increases the height of its saturation while h After the Maker Instinct (0.710) and (0.82), the minimum dimension result for the Cronbach alpha and the Composite Reliability, respectively, and (0.5) for the dimension (Immersive Learning Ability) and (Smart Mob Organizing) to the measure of the variance extracted are lower than the two achieved the threshold and the items were deleted (Q1, Q4, Q44 and Q50) because their saturation affects the reaching of the contrast threshold to achieve the honesty of the variance and its theoretical weakness and based on the theoretical basis as a basis for deletion as in the following table

Table 1 : The validity and reliability results for strategic leadership skills construct

Dimension	items	Loading	Cronbach's Alpha	Composite Reliability	AVE
Maker Instinct	Q1	0.570	0.710	0.821	0.534
	Q2	0.753			
	Q3	0.738			
	Q4	0.450			
	Q5	0.718			
	Q6	0.643			
Clarity	Q7	0.602	0.777	0.849	0.532
	Q8	0.638			
	Q9	0.683			
	Q10	0.770			
	Q11	0.744			
	Q12	0.747			
Dilemma Flipping	Q13	0.805	0.787	0.855	0.545
	Q14	0.759			
	Q15	0.819			
	Q16	0.659			
	Q17	0.628			
Immersive Learning	Q18	0.678	0.750	0.833	0.50
	Q19	0.760			
	Q20	0.649			
	Q21	0.763			
	Q22	0.679			
Bio-Empathy	Q23	0.718	0.791	0.857	0.548
	Q24	0.827			
	Q25	0.785			
	Q26	0.657			
	Q27	0.700			

Constructive Depolarizing	Q28	0.761	0.850	0.889	0.572
	Q29	0.836			
	Q30	0.706			
	Q31	0.687			
	Q32	0.778			
	Q33	0.760			
Quiet Transparency	Q34	0.669	0.782	0.852	0.536
	Q35	0.739			
	Q36	0.781			
	Q37	0.755			
	Q38	0.711			
Rapid Prototyping	Q39	0.755	0.737	0.835	0.563
	Q40	0.565			
	Q41	0.845			
	Q42	0.806			
	Q43	0.262			
Smart Mob Organizing	Q44	0.501	0.746	0.831	0.500
	Q45	0.516			
	Q46	0.639			
	Q47	0.774			
	Q48	0.808			
	Q49	0.729			
Commons Creating	Q50	0.632	0.729	0.830	0.550
	Q51	0.741			
	Q52	0.683			
	Q53	0.696			
	Q54	0.575			
	Q55	0.716			
Total			0.955		

• **Environmental Challenges (VUCA):** The item of (Q70) achieved the highest saturation (.788) of the complexity dimension and achieved the dimension (0.818) and (0.869) to the Cronbach alpha and Composite Reliability respectively, and after ambiguity to the achieved variance rate (0.575) as the highest values While the lowest saturation in the dimension of the Volatility in paragraph (Q61) by (.586) and achieved after the non-verification (0.749) and (0.834) and (0.502), respectively, for the Cronbach alpha and Composite Reliability and the achieved rate of variance that was reached after deleting the two items (Q66) and (Q78).

Table 2: The validity and reliability results for the environmental challenges (VUCA) construct

Dimension	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
Volatility	Q56	.645	0.802	0.859	0.506
	Q57	.765			
	Q58	.731			
	Q59	.775			
	Q60	.746			
	Q61	.586			
Uncertainty	Q62	.700	0.749	0.834	0.502
	Q63	.589			
	Q64	.758			
	Q65	.728			
	Q66	.591			
	Q67	.702			
Complexity	Q68	.729	0.818	0.869	0.526
	Q69	.728			
	Q70	.788			
	Q71	.723			
	Q72	.771			
	Q73	.600			
Ambiguity	Q74	.750	0.753	0.843	0.575
	Q75	.743			
	Q76	.680			
	Q77	.715			
	Q78	.597			
Total			0.903		

• **Effective Management of Environmental Challenges (VUCA Prime):** the item of (Q91) achieved the highest saturation (.884) and the lowest saturation achieved by the item of (Q83) which is (0.630) in the clarity dimension and the highest results with regard to Alpha Cronbach, compound reliability, and the rate of variance with (0.864), (0.903) and (0.651) respectively, and achieved the vision, the lowest values for the same criterion (0.778), (0.850) and (0.532), respectively, according to the table.

Table 3 : The validity and reliability results of the effective environmental management construct

Dimension	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
Vision	Q79	0.677	0.778	0.850	0.532
	Q80	0.804			
	Q81	0.755			
	Q82	0.769			
	Q83	0.630			
Understanding	Q84	0.739	0.850	0.893	0.626
	Q85	0.809			
	Q86	0.842			
	Q87	0.774			
	Q88	0.789			
Clarity	Q89	0.798	0.864	0.903	0.651
	Q90	0.839			
	Q91	0.884			
	Q92	0.796			
	Q93	0.708			
Agility	Q94	0.652	0.783	0.851	0.535
	Q95	0.757			
	Q96	0.765			
	Q97	0.705			
	Q98	0.771			
Total			0.923		

4.2-Discriminate Validity: Its structure is similar to conformational factor analysis (CFA), as the confirmatory aspect supported by theories predominates and consists of two tests:-

a- The difference between the scale 's items (Cross Loading): to measure whether the items measure the dimension and are not similar and overlap with others or between them within the dimension and with other dimensions as they must achieve the highest results to the dimension that belongs to him and according to the results of the table for the contrast of the indicators shows the success of all items of the scale In saturation over its dimensions and the highest values, which confirms its association with its dimensions and is not similar to each other.

b- Variable Correlation- Root square of AVE: if a specific dimension shows more correlation with other dimensions through its paragraphs and a large correlation between two dimensions, then this means that there is a possibility that the two share the explanation of the variable and that they are not distinguished Theoretically, the dimension cannot explain the phenomenon and after applying the (Fornell-Larache) test and observing the correlation matrix showing that there is interference and correlation between the two variations of vital sympathy and constructive removal of polarization, so the item of (26Q) was removed from the first dimension and the item of (28Q) from the second dimension to remove this link. Which brought us to the sincerity of a complete differentiation of all dimensions.

4.3 - Impact hypothesis test among the research variables: the effect hypothesis, the coefficient of determination, the coefficient of influence size, the model's ability to predict, and the validity of the model will be tested.

To complete the analysis steps, we will use the value (β) and the value (t) when it is greater than (1.96) with a significant level

(0.05) and below, as a measure of acceptance and rejection of research hypotheses, and there are factors related to the underlying variables

Figure (4) explanatory evaluation factors related to underlying variables

N	The factors	the description	Standard value
1	R^2	The ability of independent variables to interpret the dependent variable	Chin (1998) suggested that R^2 values above 0.67 are (high), 0.67-0.33 (moderate), 0.32-0.19 (weak) and any values less than 0.19 (unacceptable)
2	F^2	The size and amount of influence of the independent variable on the dependent variable $f^2 = \frac{R_{Y \cdot A, B}^2 - R_{Y \cdot A}^2}{1 - R_{Y \cdot A, B, C}^2}$	Explain (Cohen, 1988: 413-414) effect size (F^2) according to the following: the effect size is above 0.35 (large), 0.35-0.15 (medium), 0.14-0.02 (small) and less than 0.02 (weak)
3	Q^2	It is used for the purpose of assessing accuracy and predictive power and judging its ability outside the sample and its importance	Q^2 values greater than zero indicate the latent variables capability the predictive and significance of the path model (Sarr & Ba, 2017: 100).
4	Gof	One of the criteria for the validity and reliability of the research model, according to the formula $GoF = \sqrt{(R^2 \times AVE)}$	indicated (Wetzels, 2009: 187) the following ratios as approval ratios for the structural model ratio less than 0.1 (invalid), 0.1 - 0.25 (small), 0.26-0.36 (medium) and a value above 0.36 which is the degree (large)

The test of The moderated impact for strategic leadership skills to influence challenges in effective management (VUCA Prime): The main hypothesis states that (strategic leadership skills may significantly contribute to moderating pathways for influencing environmental challenges in effective management)

The sub-assumptions of the main assumptions were tested and it was the structural model

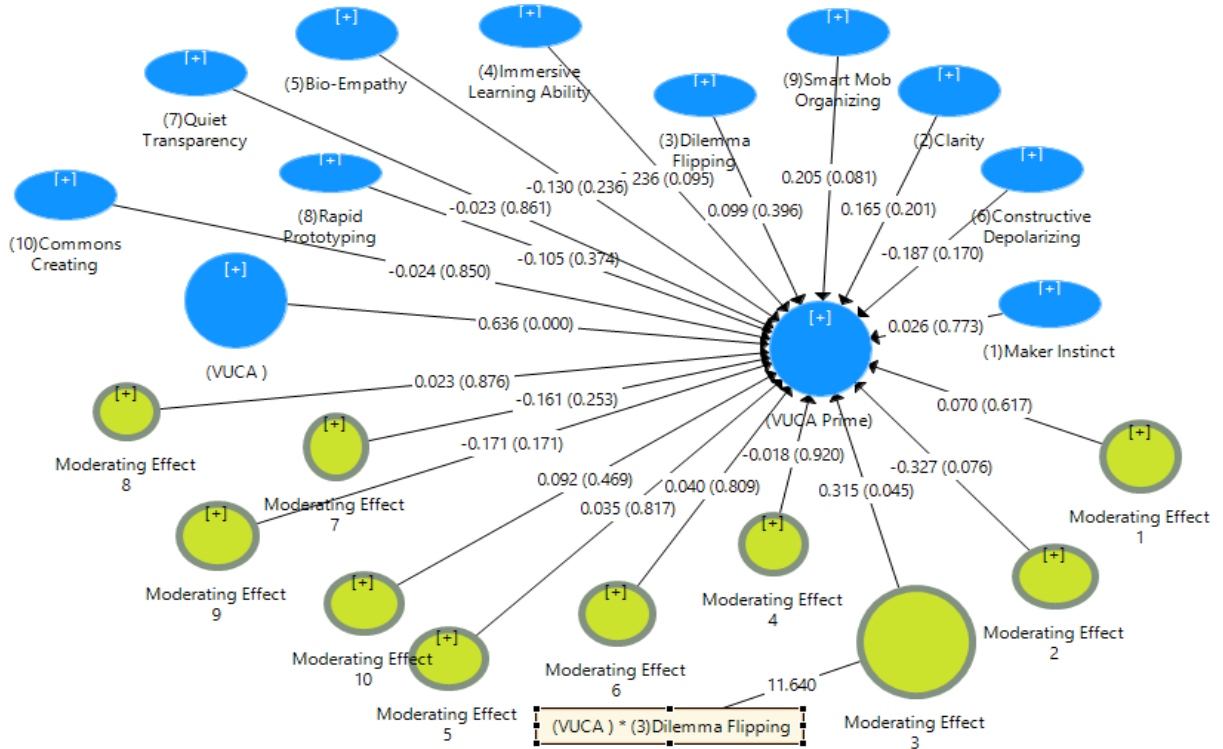


Figure 2: Sub-hypothesis testing for the main hypothesis
The main hypothesis was tested at the aggregate level and was the structural model

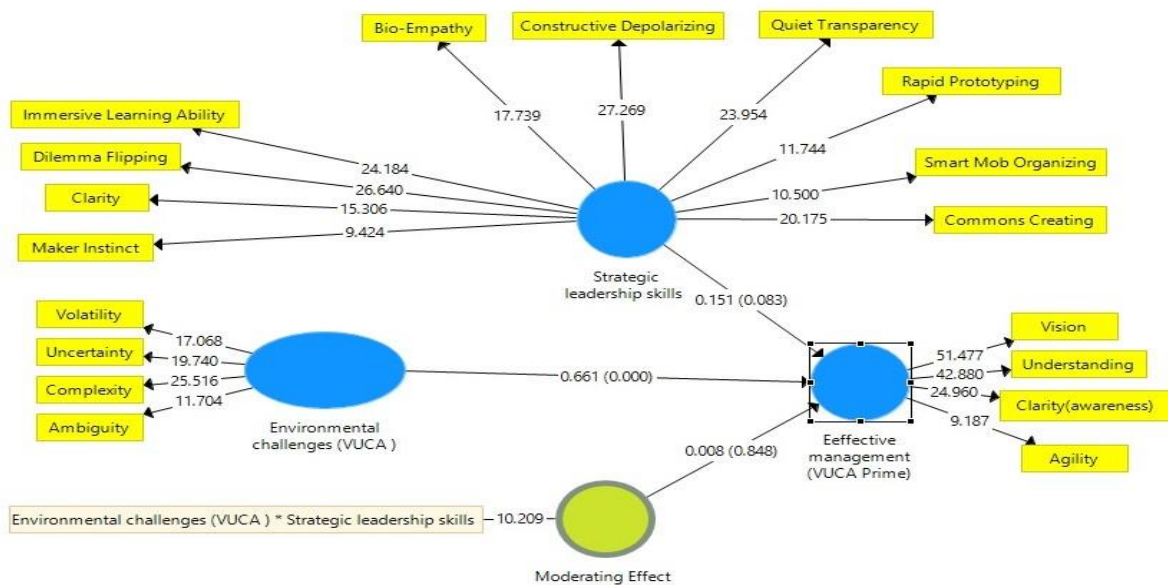


Figure 3: Testing the main hypotheses

The main and sub-assumptions were tested and the results were as follows:

Table 5 : Results of research hypotheses

H	Path			β	S.D	t	P	sig	R2	F2	Q2	Gof
H1	M.E1 Maker Instinct	- >	VUCA Prime	.070	0.138	0.508	0.617	no	0.682	0.005	0.404	0.61
H2	M.E2 Clarity	- >	VUCA Prime	-.327	0.186	1.760	0.076	no		0.059		
H3	M.E3 Dilemma Flipping	- >	VUCA Prime	.315	0.158	1.991	0.045	yes		0.069		
H4	M.E4 Immersive Learning	- >	VUCA Prime	-.018	0.187	0.096	0.920	no		0.000		
H5	M.E5 Bio-Empathy	- >	VUCA Prime	.035	0.151	0.234	0.817	no		0.001		
H6	M.E6 Constructive Depolarizing	- >	VUCA Prime	.040	0.171	0.234	0.809	no		0.001		
H7	M.E7 Quiet Transparency	- >	VUCA Prime	-.161	0.143	1.129	0.253	no		0.031		
H8	M.E8 Rapid Prototyping	- >	VUCA Prime	.023	0.142	0.159	0.876	no		0.001		
H9	M.E9 Smart Mob Organizing	- >	VUCA Prime	-.171	0.125	1.365	0.171	no		0.033		
H10	M.E10 Commons Creating	- >	VUCA Prime	0.092	0.127	0.725	0.469	no		0.011		
H0	M.E0 strategic leadership skills	- >	VUCA Prime	0.661	0.080	8.309	0.848	no	0.609	0.000	0.402	0.58

As can be seen from Table (7), the moderated effect of strategic leadership skills is shown to influence the environmental challenges that contribute to the interpretation of (68%) and (60%) at the individual and total levels respectively of the change in effective management, and the two values are highly interpreted at the individual level and moderate to the total level And (32%) and (40%) are due to the intervention of other factors that are not included in the model. The model demonstrated high capacity and reliability for measurement through the values of (Q2) and (GOF). The results of the hypothesis test were statistically as follows:

- The moderated effect of the Maker Instinct skill in effective management: The first sub-hypothesis of the main hypothesis stipulated that (the maker instinct skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.) the results of the hypothesis came negative through the influence of the maker's skill in effective management

by ($\beta = 0.070$), the value of ($t = 0.508$), and significantly ($P > 0.05$), and that this result indicates a rejection of the hypothesis, and weak impact size confirms on effective management versus the environmental challenges (VUCA) Which negatively affects its ability to reach to the vision to understand Better for the environment, Agility as a result, especially in the conditions of banks Current At the launch of the new mechanism projects that the environment of have high volatility.

- moderated effect of clarity skill in effective management: The second sub-hypothesis of the main hypothesis states (the clarity skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management.) as the results showed that clarity skill affects effective management by ($\beta = -0.327$), and a value ($t = 1.760$), and with significance ($P < 0.05$), and that this result indicates a rejection of the hypothesis, small impact size confirms Environmental challenges have overcome the skill of clarity. Most top managements of banks do not have a clear strategic direction, which makes them unable to face the environmental complexity and interaction of interfering factors in the environment.

- The moderated effect of the skill of Dilemma Flipping in effective management: The third sub-hypothesis of the main hypothesis states (The Dilemma Flipping skill contributes to Dilemma Flipping by moderating the paths of environmental challenges in effective management), as the results showed that the skill of Dilemma Flipping affects effective management by the amount of ($\beta = 0.315$), The value of ($t = 1.991$), and with a significance ($p < 0.05$), with a small significant effect and that this result indicates the acceptance of the hypothesis in the first place because the modified effect is not achieved by the Two conditions (the significant of the relationship and the hypothesis is achieved, the modification of the effective management path towards its higher level According to the research goal) To test this we use the following test by Smart pls3

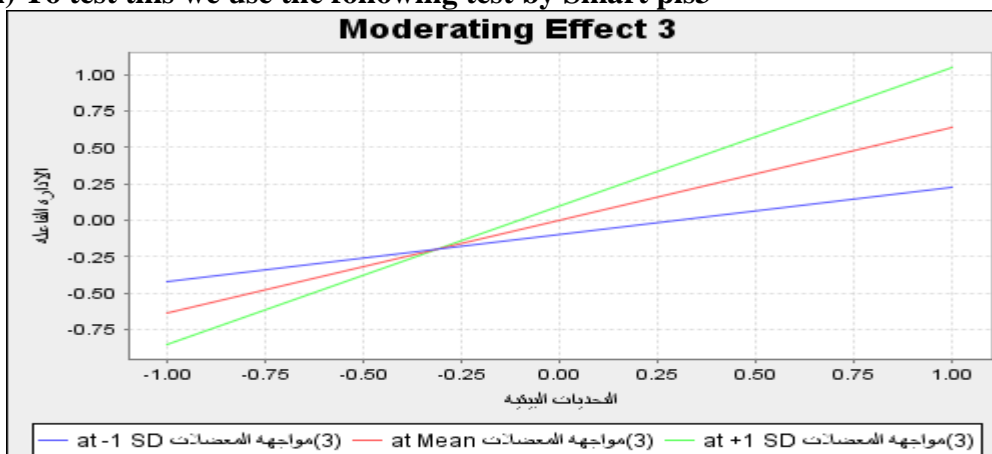


Figure 4: Sub-hypothesis testing (H3) sub-graphically

It is clear to us from the previous figure that the modified effect was enhanced to the Level up, so accept the hypothesis completely, as this Effect size confirms positive influence to the ability of top managements to adapt, especially in circumstances of uncertainty, ambiguity to accommodate and recognize crises and circumvent challenges through understanding and access to lightness The movement which calls for the acceptance of the hypothesis to achieve the condition of the moderated factor.

- **The moderated effect of the skill of the immersive learning ability in effective management:** The fourth sub-hypothesis of the main hypothesis stipulates: (the Immersive Learning Ability skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), as the results showed that the skill of the midwife to learn influences effective management by the amount ($\beta = -0.018$), value ($t = 0.096$), and significantly ($P < 0.05$), which leads to rejecting the hypothesis. and this confirms the size of the effect. Top managements in banks suffers from problems and that led to poor environmental understanding and weak ability to simulate different conditions, which It led to a Weakness in agility.
- **The moderate effect of the bio-empathy skill for learning in effective management:** The fifth sub-hypothesis of the main hypothesis states that (the bio-empathy skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), as the results showed that the skill of bio-empathy influences effective management by ($\beta = 0.035$), the value of ($t = 0.234$), and with significance ($P > 0.05$), and that this result calls us to reject the hypothesis, and this confirms the size of the weak influence of vital sympathy as a moderating factor in the arrival of top managements to agility as this skill leads to perception and Wide vision and understanding through the different view of challenges and it gives automaticity and this does not happen except through natural concepts towards successful ecosystems.
- **The moderated effect of the constructive depolarizing skill of polarization in effective management:** The sixth sub-hypothesis of the main hypothesis states that (the Constructive Depolarizing skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), the results showed that clarity skill affects effective management by ($\beta = 0.040$), And the value of ($t = 0.234$), and with a significance ($P < 0.05$), and that this result indicates a rejection of the hypothesis, and weak size of the effect confirms . The top managements have a problem in Constructive Depolarizing , which affects access to the vision .
- **The moderated effect of the skill of quiet transparency in effective management:** The seventh sub-hypothesis of the third main hypothesis states (the quiet transparency skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), the results showed that the skill of transparent calm affects the effective management by ($\beta = -0.161$), value ($t = 1.129$), and significantly ($P < 0.05$). that this result indicates a rejection of the hypothesis, and this small impact size confirms the existence of problems affecting the leaders 'vision . It is one of aspect ,The future leadership is the leader's ownership of transparency Calm and balance between them.
- **The moderated effect of the skill of rapid prototyping in effective management:** The eighth sub-hypothesis of the main hypothesis states (The Rapid Prototyping skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), as the results showed that the skill of rapid prototypes affects effective management by an amount ($\beta = 0.023$), the value of ($t = 1.59$), and significantly ($P < 0.05$). This result indicates a rejection of the hypothesis, and this confirms the size of the weak effect of of this skill indicating leaders have a personal weakness . as it indicates that level of the creative and educational of leader .that leads to understanding and agility.

- **The moderated effect of the skill of smart mob organizing in effective management:** The ninth sub-hypothesis of the main hypothesis states (The smart mob organizing in skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), as the results showed that, the skill affects the effective management by a quantity ($\beta = -0.171$), value ($t = 1.365$), and significantly ($P < 0.05$), and that this result indicates a rejection of the hypothesis, and this small impact size confirms the non existence of an effect of this skill, which is an indication of the failure top managements to influence society, including Subordinates The goal of mastering this skill is to create networks social change, dealing with it, and nurturing it through smart use of electronic and other media.
- **The moderated effect of the skill of commons creating in effective management:** The tenth sub-hypothesis of the main hypothesis states (the Commons Creating skill may significantly contribute to moderating pathways for influencing environmental challenges in effective management), as the results showed that the skill affects the effective management ($\beta = 0.092$), and the value of ($t = 0.725$), and with significance ($P < 0.05$), and that this result indicates the rejection of the hypothesis and this confirms the size of weak effect. The lack of effective effect of this skill is a personal indication of poor leadership, if this skill integrates with the skill of quiet transparency with strength .The leader and according to his personality style in reaching the deep vision, will lead him to a lightness Inevitably for movement. The lack effect in this skill is explained by weak communication and weak documentation in most banks and the lack of incentives provided by departments and the absence of the image inherent in the work of banks, which is the message and common goals in the work with a note that many heads of departments who evaluated top managements do not consider the bank an organization of business and consider the bank an entity Completely different.
- **The Total effect of the moderated role of strategic leadership skills (VUCA) on effective management:** The results of the hypothesis showed the effect moderating of strategic leadership skills combined in raising levels in effective management by ($\beta = 0.661$) and the value of ($t = 8.309$), And with a significance ($P < 0.05$). this result indicates a rejection of the hypothesis. if there is an unimportant effect size that does not rise the total skills as a moderated factor for the impact of environmental challenges, this confirms What the researcher reached through a Previous hypothesis, field observation, and direct meetings with the top managements and the respondent sample who valued them that managements does not use the high leadership skills it possesses or does not have experience in some aspects or surrounding circumstances. From the results we conclude that the skills contribute to moderating the tracks of the effective management by 10% at the sub level and don't contribute to that at the aggregate level, so we refuse to accept the major hypothesis.

5- Research implications and limitations

The researcher suffered many difficulties, including the refusal of many banks to cooperate amid the fear of the top managements from evaluation, which affected the statistical adequacy of the sample and the lack of transparency and governance procedures, including documentation in most of the researched banks. The research targeted the heads of the executive departments to evaluate their top managements. In order to avoid top managements fear, the researcher's conducting interviews with most of the The management and the regulatory authorities of the banking sector to explain the goals of the research and remove fear and use the appropriate statistical methods to obtain accurate results.

6. The conclusions and Recommendations

6.1- This study reaches a number of conclusions as the following:

- top managements possess high skills and expertise, but they are not employed in the right place , with extreme caution against risk.
- The top managements in banks Not succeeded to employ the skill of maker instinct and rapid prototyping to simulate conditions because they lack a vision towards effective management, and employ the skill of clarity in managing environmental challenges and access to clarity and environmental awareness because they lack the appropriate strategic direction towards effective management and the immersive ability to learn and empathize vital to simulate the (VUCA) environment and the constructive depolarizing skill to take into account diversity and top managements lacked the skill of transparent calm and weak smart organization to mobilize in the formation of business networks for the process of social change and commons creating among stakeholders for the purpose moderating the paths of environmental challenges to reach effective management.
- The top managements succeeded in hiring Dilemma Flipping skill to circumventing situations involving uncertainty and ambiguity, which led to relatively effective management.

6.2- On the other side, according to the research conclusions, this study provides several recommendations:

- Leaders should be selected for experienced senior management who can use the internal motivation and nurture maker instinct skill in remodelling, The need for this skill rises especially in instances of new product launches and pilot projects and the use of immersive learning ability to develop rapid prototyping.
- Setting a clear the mission, vision, shared values and goals transformed around the customer to face the decline in customer confidence through clarity, transparency and governance that must be applied by the top managements , and this reflects the influence of the leader and the skill of quiet transparency in the formation of social business networks, which achieves the social goal of skills. commons creating and constructive depolarizing by taking into account environmental diversity and bio-empathy to increase customer simulation and adapt to the VUCA environment.

- The top managements of banks should be exploiting a Dilemma Flipping skill of seizing opportunities and circumvent the cases of ambiguity and uncertainty, especially since the economic situation in the Iraqi market is very difficult through new products with pioneering ideas and not relying on traditional products through a broader understanding of the market and conducting market surveys and focusing on flexibility and the exploitation of skills Maker Instinct in modernizing the structures and procedures of operations to reach agility, especially since most banks possess high-liquid capitals.
- To put in place clear mechanisms to implement the recommendations, the following form has been put in place, which represents a summary of the mechanisms for reaching effective management, as each group of skills has self and acquired skills that lead to a part of effective management in certain proportions as follows:

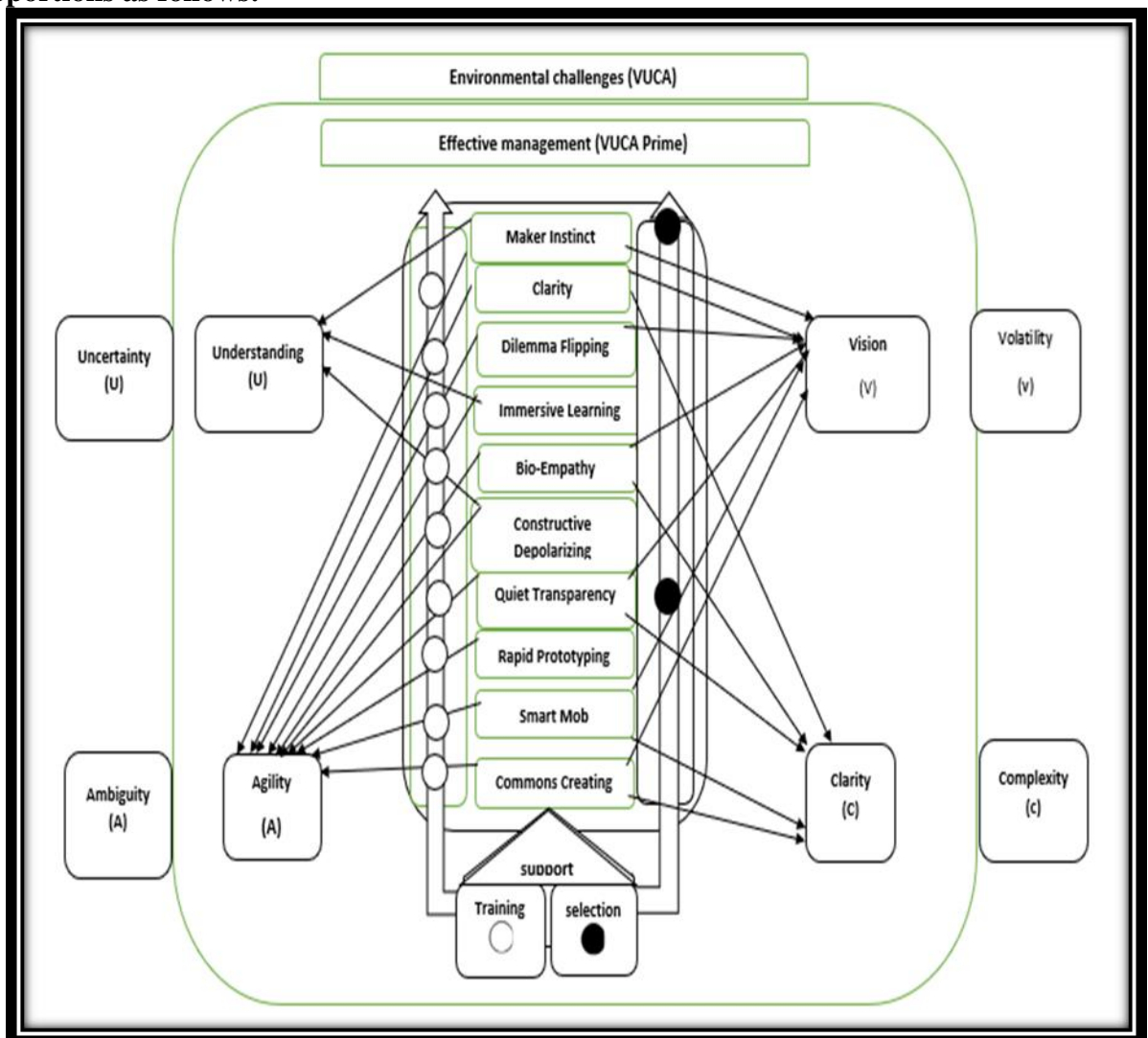


Figure 5 :Mechanisms for accessing effective management

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مهارات القيادة الاستراتيجية كمعدل لتأثير التحديات البيئية في الإدارة الفاعلة للبيئة وفق انموذج (VUCA Prime)

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مستخلص البحث:

الغرض: الغرض الرئيسي من هذا البحث هو تسليط الضوء على الدور الرئيسي لمهارات القيادة الاستراتيجية للإدارة العليا في الوصول إلى الإدارة الفعالة وفقاً لمنهجية (VUCA Prime) في بيئة (VUCA) كبيئة افتراضية مصغرة ، والتي تشير إلى (التقلب) و (عدم اليقين) و (التعقيد) و (الغموض).

المنهجية: لتحقيق الهدف البحثي، تم استعمال المنهج الكمي في تصميم البحث ، وتم استخدام الاستبيان كأداة رئيسية لجمع البيانات ، وتضمنت العينة استطلاع رأي (106) فرداً يعملون بمنصب رئيس قسم و تم استخدام نمذجة المعادلة الهيكلية بواسطة (Smart PIs3) لتحليل البيانات.

إبرز النتائج: يمتلك القادة في الإدارات العليا مهارات وخبرات عالية ، لكن القادة لم يستخدموا مهاراتهم بشكل صحيح ، مع توخي الحذر الشديد في التعامل مع المخاطر. وقد انعكس ذلك في تنوع الخدمات التي تقدمها المصارف العراقية الخاصة.

قيود البحث: عانى الباحث من صعوبات كثيرة ، من بينها انعدام الشفافية والظروف المضطربة في البلاد ، و عدد البنوك المتعاونة ، مما أثر على كفاية العينة الإحصائية لأن معظم الإدارات العليا لتلك البنوك تخشى نتائج التقييم ، مما أدى إلى إجابات غير دقيقة تم تجنبها باستخدام الأساليب الإحصائية المناسبة.

الآثار العملية: يناقش البحث مهارات القيادة الاستراتيجية وكيف تساهم في تغيير أثر التحديات البيئية التي تواجه الإدارات العليا للبنوك مما يساهم في تطوير طريقة واضحة تقود كبار الإدارات إلى التشخيص الإداري الفعال لنقاط الفشل ومحاولة تجنبها.

الآثار الاجتماعية - ستؤدي أعلى إدارات الوصول إلى الفعالية إلى ازدهار المصارف العراقية الخاصة وتزيد من قدرة البنوك على التكيف مع البيئة ، الأمر الذي سيؤدي إلى نتائج الازدهار الاقتصادي في البلد. من خلال المهارات التي تمتلكها الإدارة وتحقق أهداف التواصل مع جميع أصحاب المصلحة متابعة أفضل الطرق لتحقيق الأهداف الاجتماعية للمهارات.

الإصالة والقيمة العلمية: تتمثل القيمة العلمية للبحث في بحث ثلاثة متغيرات مهمة للمنظمات الحديثة وهي المهارات والتحديات البيئية والمهارات ، خاصة لارتباطها بظاهرة مهمة هي القيادة ، بافتراض ردود إيجابية في تحفيز الأقسام لاستخدام مهاراتها في إدارة هذه التحديات ، للمساهمة في تطوير نظام متكامل للتكيف ، مع مراعاة البيئة العراقية التي تجسد بيئة (VUCA).

المصطلحات الرئيسية للبحث: VUCA Prime ، مهارات القيادة الاستراتيجية ، نمذجة المعادلة الهيكلية.