



## An Analysis of The Extent of Strategic Entrepreneurships' Dimensions which applied by the leaders of The National Security Advisory

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### Abstract:

Strategic entrepreneurship is one of the contemporary administrative trends that elevate the status of organizations by enhancing their level of performance, and its importance is particularly clear for security organizations. The current research aims to diagnose the level of practice of strategic Entrepreneurship in the National Security Advisory in Iraq. The research community was represented by the administrative leaders of the National Security Advisory, and the research included a sample of (133) of the leaders of the surveyed Advisory, and the questionnaire was the main tool for collecting data and information related to the research. The current research adopted the descriptive analytical approach, being the most appropriate for the research as it is embodied in follow-up, investigation, and codification in a qualitative way to know the phenomenon in terms of subject and content, and to reach results and generalizations that help in understanding reality, and a number of statistical methods were used, including the mean, standard deviation, coefficient of variation, and percentages, Correlation coefficient and regression coefficient, through the statistical program (SPSS). The research reached a set of conclusions, the most prominent of which was the interest of the National Security Adviser in entrepreneurial culture, which raises the level of strategic Entrepreneurship, resulting from strengthening its position through the ability to make decisions and follow up on its implementation carefully, in addition to having a clear philosophy through which it attracts promising ideas in a high way.

**Keywords:** Strategic Entrepreneurship, innovation, creativity, National security Advisory.

## **1. Introduction:**

The strategic entrepreneurship of the organizations of the third millennium is represented by the ability to lead change, innovation, creativity, and the adoption of risk proactively on a large scale in various organizations and governmental and private sectors, as it includes the development of long-term strategic plans, the formulation of effective strategies for resource management, and work to improve organizational capabilities and organizational construction according to the structure Flexible and able to move very lightly towards various situations and conditions, and this is not achieved within an environment teeming with uncertainty and instability and burdened with multiple challenges as a result of the impact of previous conflicts and political and economic turmoil, except with the presence of strategic awareness, advantages and exceptional capabilities in directing available resources and employing capabilities to achieve the best future performance. Therefore, it is important to align the activities of strategic entrepreneurship with the general strategic direction of the organization, and to enable it to identify and seize opportunities that are in line with its activities and objectives, and the proactive direction to search for opportunities and implement innovative solutions, in a way that achieves value that enhances its competitiveness, to ensure long-term success. On this basis, achieving strategic entrepreneurship in the government security sector is a requirement for cultural and organizational transformation, which is the application of a culture that calls for innovation, creative thinking, cooperation, organization and digital transformation to achieve security and defense goals in an effective manner. Strategic entrepreneurship is a broad and complex topic that has historical roots dating back to ancient times. The modern concept of entrepreneurship dates back to the industrial revolution (Kuratko, 2016). In the 1980s and 1990s, the concept of strategic entrepreneurship emerged, which emphasized the importance of combining entrepreneurial behavior and thinking. This led to the development of entrepreneurial models such as the (Irland, Hitt) model and the (Hoskisson strategic model of entrepreneurship (Irland et al, 2003). The Covid-19 pandemic has created new challenges for strategic pioneers, represented in the inevitability of adapting to new business models and overcoming. The state of uncertainty indicates the need to find new opportunities for strategic entrepreneurship, and this was embodied in the emergence of e-commerce and remote work (Sarasvathy, 2021). The study of strategic entrepreneurship continued to develop, so the focus appeared on topics such as social entrepreneurship, innovation, and technological entrepreneurship, as social entrepreneurship refers to employing entrepreneurial skills and methods to create a social or environmental impact, while innovation and technological entrepreneurship focuses on creating and marketing new products and technologies (Kuratko, 2016). The importance of the subject increased with the emergence of the knowledge economy in the forefront (Abdulhameed and Al-Kubaisy,2023).

### **1.1. literature review:**

The current part aims to shed light on the efforts of the researchers, and to know the results they reached, in order to build the knowledge aspect of the contents of the research. In a study conducted by (Ireland et al (2003) aimed to present a new administrative approach relative to strategic leadership to obtain opportunities and benefit from them according to strategic mechanisms towards achieving a sustainable competitive advantage. Descriptive, the study sample consisted of small and large companies, focused on the theoretical basis of strategic entrepreneurship through concepts, dimensions and key areas within the framework of international literature. Genc (2012) provided in his study a descriptive approach, and included a number of entrepreneurial companies, and the study adopted models (Ireland et al, 2003; Foss and Lyngsie, 2011, and Tantau, 2011) to build a strategic Entrepreneurial model. One of the most prominent results of the study is the focus on the theoretical basis of strategic entrepreneurship through concepts, dimensions and key areas within the framework of international literature. Another study for Klein et al (2013) tackled the private sector, and adopted the exploratory, analytical quantitative method, and the questionnaire was the main tool for data collection, and

the study sample was represented by resources owned by the public sector, and one of the most prominent results of the study is how to develop capabilities in pursuit of specific general goals, and opportunities may be formed later in unexpected ways and the idea that creating Value in the public sphere is more difficult to define in many private cases and there is a significant difference between private and public organizations in developing the resources and capabilities of the public sector.

Another study presented by Al-Tahan (2018) aimed at the theoretical definition of the research variables represented in: (future foresight and strategic Entrepreneurship), and to identify the attitudes and opinions of Telecom Egypt employees towards the subject of the research through the field study. The study used the analytical descriptive approach, and the questionnaire was the main tool for data collection. (384) respondents from employees of Telecom Egypt companies, and the study found that there is an impact of strategic thinking in achieving strategic entrepreneurship. Sadeghi and Ziyae (2020) aimed through their study to explore the relationship between the company's entrepreneurship and its performance by mediating strategic entrepreneurship. The study included financial technology companies in Iran. One of the most prominent results of the study is that adopting the principle of strategic entrepreneurship in Iranian financial technology companies allows them to create, discover and exploit new opportunities and obtain value, innovation, risk. Carbonell (2021) conducted in his study in Burkina Faso, the sample consisted of (449) participants from entrepreneurs from (22) countries, the aim of the study was to classify the main success factors among different factors such as adaptation, competence, leadership and strategic position and to study the interaction between them, and the questionnaire was the main tool for data collection ,One of the most prominent results of the study is that there are important sectorial differences associated with the development of success factors in relation to the size of the company. Leadership is a major success factor that is more important than environmental adaptation (for the African business environment) for small enterprises. while the study of Okoi et al (2022) concentrated on practices and performance of small and medium sized enterprises in Nigeria, used the questionnaire as a tool for data collection, and adopted the analytical survey method. The study sample consisted of (365) employees in small and medium-sized hospitality companies in Nigeria. One of the most prominent findings of the study is that strategic resource management and innovation in entrepreneurship have a significant impact on the performance of small and medium enterprises in Nigeria. Farida et al (2022) in her study in Indonesia used the questionnaire to collect data, and the analytical survey method. The aim of the study was to develop a new market product that add value to customers and shareholders according to the proposed hypothesis (strategic entrepreneurship leadership mediates the impact of the strategic entrepreneurial mindset on creating entrepreneurial value). The study included a sample of (85) Small and medium sized company. The most prominent results of the study are the need for leaders of small and medium companies to focus on implementing the chosen strategy by involving the energy of everyone in their fields or job positions within the company. Pathak et al (2022) aimed through his study to understand the response of strategic entrepreneurship to the organizational context and to gather evidence and link it to theoretical assumptions by sensing organizations for opportunities and planning to meet requirements. The study included (20) entrepreneurs. In India, in companies of different sectors (construction sectors, hotels, fashion trade, office supplies, salons, bakeries, and medicines...), among the most prominent results of the study, a limited number of entrepreneurs view the epidemic as an opportunity for product innovation and strategic response to transform sectors.

The current research is one of the few researches that have been applied in an important and vital public sector, which is the National Security Advisory, because the researchers believe that the advisory is based on the quality of leadership awareness, and it needs to develop its strategies, programs and services, in light of the changing environment of government policies, taking into account the importance of flexibility while maintaining On a strategic stability that does not affect the researched organization and its adopted strategy, in order to be able to keep pace with the administrative, economic and technological development.

The practical problem of the research stems from the limited awareness and understanding of the leaders of security organizations of the concept of strategic entrepreneurship, and if the understanding and awareness is available, it will lack efficacy and applicability in the environment of a higher civilian presidential security organization such as the National Security Advisory, due to the limited adoption, practice, and understanding of the dimensions and characteristics of the variable, in addition to the difficulty in realizing scientific concepts. The theory and its practical, organizational and strategic impact, as this was entrenched for the researchers through actual service within the research organization.

The Objectives of this research represented in the scientific contribution leads to the researcher's attempt to show theoretical interest in some of the literature of modern administrative and strategic thought, such as strategic entrepreneurship, and its role in stimulating entrepreneurial behavior in public security organizations, particularly in the National Security Advisory, where the researcher sought to define several goals, including: Presentation and analysis of indicators of entrepreneurship strategy, and an indication of the level of interest of the advisory of the research sample in the dimensions of strategic entrepreneurship, by determining the level of its availability and the degree of its practice, and highlighting the cognitive and analytical side and discussing the philosophical contents and modern academic approaches to the variable (strategic entrepreneurship) for the purpose of benefiting from it in the advisory.

## **2. Material and Methods:**

### **2.1. Research Sample:**

The National Security Advisory Council was chosen as a place to apply the current research, due to the fact that one of the researchers is part of it, and it is closely related to the title of the research and the nature of the work of one of the researchers as part of the National Security Advisory, as well as the need to study the variable (strategic entrepreneurship) among the leaders of the National Security Advisory, due to different Factors related to the environment in which they work and direct them towards building strategies that protect and sustain safety in the long and short term alike, and on this basis the research community was the leaders of the National Security Advisory, who numbered (144) after they were fully surveyed, so the researcher distributed the questionnaire to them, to retrieve from it (139) The valid ones for statistical analysis were (133), after excluding (6) of them, so that the sample would be purposive for leadership, but it would be a relative stratification based on all leadership groups in the National Security Advisory.

### **2.2. Research Methods:**

The research adopted the descriptive analytical approach as it is compatible with the data of the current research. This approach is based on the process of collecting data and information on the research variable (strategic entrepreneurship), and according to this approach, the opinions of the respondents are verified, their answers to the questionnaire items are determined, and these opinions are analyzed.

### 2.3. Strategic entrepreneurship:

#### 2.3.1. Strategic entrepreneurship Concept:

The term “entrepreneurship” was created by the French economist Jean-Baptiste Say to refer to (a person who has large government contracts) as it is derived from the French word “entrepreneur” which means “undertaking” or “entrepreneur” or what is known as (contractor). Then “the word ‘entrepreneur’ was used in the early eighteenth century to describe a person who assumes the risk of buying and selling at uncertain prices” (Baumol, 1990). Later the term was adapted by economists in the eighteenth and nineteenth centuries to refer to individuals who take financial risks in order to start and operate new businesses (Dana, 2014). It also means establishing and managing a new project to reach economic and social value (Al-Obaidan, 2021). The two words (leadership and strategy) are closely linked, as leadership is blind without strategy and strategy is paralyzed without leadership, as the logic of strategy without leadership is the logic of structures and constraints and the logic of entrepreneurship without strategy is the logic of work and change, for neither of the two concepts is integrated in isolation from the other (M. Keyhani, 2022). An intrinsic aspect of strategic leadership is the ability to identify and respond to environmental changes, such as emerging market trends, changing customer preferences, and technological advances (Kuratko D., 2013).

(Drucker, 1985) defines entrepreneurship as the process of applying the principles and practices of entrepreneurship to improve the performance of the public sector, achieve policy goals, and promote innovation in providing services. As defined by (Lumpkin, and Dess, 1996) as adopting an entrepreneurial approach, which includes innovation, proactivity, and risk-taking, to drive policy development, implement programs, and improve the delivery of services that enhance the objectives of the public sector to generate public value. As for (Zahra, and Dess, 2001), they define strategic entrepreneurship as the ability to apply entrepreneurial ideas and methods that support the creation, development, and implementation of innovative policies, programs, and services to meet public needs. While (Genc, 2012) defines it as seeking opportunities and taking advantage of them in a strategic manner in order to achieve a sustainable competitive advantage. in what he knows (Kuratko, 2013), as an activity that involves the implementation of entrepreneurial thinking, innovation and risk-taking in the development and implementation of policies, programs and initiatives that promote public interest and national goals in government organizations. (Foss et al, 2013) defined it as the process that involves discovering and investing in opportunities that lead to the creation of new value for a wide range of stakeholders through the development and maintenance of the organization's resource base.

Strategic entrepreneurship represents the ability to employ the entrepreneurial mindset and culture to establish a correct and effective management of strategic resources, which will result in an ability to stimulate and develop creative capabilities that lead to raising the organization's capabilities to create competitive advantage and create value (Nadide, and Asuman, 2015). (Simsek, 2015) defines it as the simultaneous engagement in opportunity-seeking and advantage-seeking behaviors to create stakeholder value and achieve sustainable competitive advantage. While (Renato, 2016) summarizes the definition of strategic entrepreneurship as an activity whose main feature is dynamic flexibility. (Titus and Adiza, 2019) describes it as all efforts aimed at profit and wealth and the search for opportunities to invest in environmental change. and achieving anticipation in responding to change (Lyver et al, 2018). (Al-Fatlawi and Al-Shammari, 2022) describes strategic leadership as behaviors that search for high-probability opportunities in order to invest organizational resources in order to achieve goals. Thus, strategic entrepreneurship can be defined as a creative combination to diagnose opportunities for growth, and to harness the capabilities of the organization to adapt to the data of the environment in order to achieve renewal and strategic change.

### **2.3.2. Important of Strategic entrepreneurship:**

Strategic entrepreneurship helps of monitoring and analyzing the environment and assisting in the dissemination, processing and selection of information to be used in making strategic decisions and the organized process of sensing weak signals (Hassan and Hamed,2022). It is useful in enhancing the effectiveness of work teams (Hassan and Raheemah,2021). Strategic entrepreneurship derives its importance in organizations from being a multidisciplinary approach that combines the principles of entrepreneurship and strategic management to help organizations identify, create and invest in opportunities in dynamic and competitive environments. From generating new ideas, developing new products and services, and achieving a sustainable competitive advantage fraught with a high ability to act and manage resources. Since organizations need to understand the surrounding environment, development and change are the expected feature that generates fears among organizations, so they must be proactive in adapting to these changes by promoting a culture of creativity, risk and coordination of resources, and therefore it follows that the persevering conscious organization innovates and improves its strategies to stay in the forefront (Sirmon, et al, 2007). In recent years, the importance of strategic entrepreneurship has increased, as organizations face increasing pressures from growing globalization, rapid technological progress, and changing preferences of stakeholders and beneficiaries, so it has become necessary to adopt entrepreneurial and strategic management practices, to enable organizations to survive, face threats, thrive, and achieve long-term growth and contribution to economic development (Wennekers and Thurik, 1999).

The importance of strategic leadership can be summarized through the following:

- **Improve competitive advantage:** It enables organizations to differentiate themselves by providing valuable and unique products and services to achieve a competitive advantage over their competitors (Ireland et al., 2003). As well as identifying and investing in new opportunities, market and maintain them.
- **Creativity:** Promoting a culture of creativity is crucial to the success of the organization as it encourages strategic leadership, the pursuit of new ideas and the development of new products or services, which helps organizations to adapt and thrive in a constantly changing environment (Hitt, 2012).
- **Coordination of resources:** Strategic entrepreneurship includes the effective management of resources, including human, financial and technological assets, in order to achieve the desired organizational goals (Sirmon, Ireland and Hitt, 2007) and by taking advantage of these resources, organizations can identify and invest in opportunities within the environment surroundings better.
- **Growth:** Investigating and discovering entrepreneurial opportunities (Ireland et al., 2003), expanding business relationships and improving service provision opportunities for rentier organizations. Strategic leadership encourages organizations to adopt a growth mindset and strive for continuous improvement.
- **Job creation and economic development:** Strategic leadership contributes to job creation and economic development by promoting new projects and encouraging the growth of existing organizations (Wennekers, and Thurik, 1999).
- **Organizational learning:** Strategic leadership is the incubator of organizational learning by encouraging organizations to develop new knowledge and skills, adapt to environmental changes, and constantly improve their strategies (Zahra, Sapienza, and Davidsson, 2006).
- **Risk Management:** Engaging in strategic entrepreneurship practices allows identifying, evaluating, and mitigating risks associated with pursuing new opportunities (MacMillan and McGrath, 2000), by adopting a proactive approach to risk management, as it enables organizations to balance between their entrepreneurial ambitions and the need for strategic stability, and to ensure sustainable growth.

- **Organizational culture:** Strategic entrepreneurship helps shape the organization's culture by promoting creativity, experimentation, and willingness to take calculated risks (Covin and Lumpkin, 2011), which creates a positive work environment to attract the best talent and improve employee retention.
- **Social Responsibility:** Organizations share strategic entrepreneurship practices to contribute to social and environmental goals by developing innovative solutions to pressing societal challenges, such as climate change or poverty alleviation (F. Santos, 2012), to create shared value for themselves and for society as a whole.
- **Flexibility and adaptability:** strategic entrepreneurship enable organizations to maintain their agility and adaptability in an ever-changing business landscape, and to respond promptly to market shifts and the evolution of consumer or beneficiary demands (J. Teece, 2007), this ability to pivot and revive again can Be critical to long-term survival and success.

### **2.3.3. Characteristics of Strategic entrepreneurship:**

- **Recognizing and investing in opportunities:** One of the distinguishing features of strategic leadership is the ability to identify and seize new business opportunities, as organizations that adopt entrepreneurial behaviours search proactively for potential opportunities, evaluate them, and align them with their resources and capabilities to gain a competitive advantage (McMullen and Shepherd, 2006). For example, the role of digital capabilities and privileges in shaping strategic leadership opportunities and enabling them to take the lead in investing in opportunities (Autio et al, 2017).
- **Strategic flexibility and adaptation:** Strategic leadership in organizations requires flexibility and adaptability to be achieved and to respond effectively to changes within the competitive landscape, including monitoring the external environment, anticipating changes and making timely adjustments to the organization's strategy and operations (Sarasvathy, 2001). Flexibility casts a positive shadow on Adaptive capacity in the context of organizational dexterity (M. Tushman, et al 2016).
- **Coordination and management of resources:** The effective management and use of resources, such as human capital, financial resources and technology, is critical to achieving strategic goals, as organizations must align resources with strategic objectives, manage and improve resources (Sirmon, et al, 2007), and this is evident in the role of resource coordination in family organizations and its impact on performance.
- **Building and maintaining a competitive advantage:** The development of unique and valuable capabilities that enable organizations to outperform their competitors, which is an essential feature of strategic leadership (Barney, 1991). Benefit from core competencies, create unique value propositions, or establish strong relationships with customers and suppliers. It can help organizations maintain a strong position in the market over time, as organizations need to efficiently use and pool their resources (such as financial, human, and technological resources) to take advantage of opportunities and build value, and this includes investing in existing resources and exploring new ones (Sirmon et al, 2011).

### **2.3.4. Dimensions of Strategic entrepreneurship :**

The researchers did not agree to define specific dimensions of strategic entrepreneurship due to the evolutionary nature of the concept and the divergence of opinions and interpretations, and the fact that strategic leadership has a multifaceted concept that combines the elements of management, leadership, creativity, innovation and business development (Ireland, 2003), as the research dealt with more than 25 dimensions, and the researchers did not agree on Specific dimensions, and this complexity added richness to the subject and led the researcher to choose a model (Genc, 2012) for strategic entrepreneurship with the following dimensions (entrepreneurial culture, entrepreneurial leadership, strategic management of resources, and the application of innovation to develop creativity), where both agree with the model ( Ireland et al, 2003), (Fox, 2005), (Kyrgidou and Hughes, 2010), and (Jones, 2011), as the model was adopted

with its aforementioned dimensions, due to its suitability for the work environment of the researched organization, and for being concerned with decision-making and Taking-decision.

**Entrepreneurial culture:** An entrepreneurial culture is an essential part of the development process of organizations, as it focuses on building an environment that encourages initiative, innovation, risk-taking, and the pursuit of opportunities. The culture helps employees adopt an entrepreneurial mindset that enables them to think creatively and take initiatives, which ultimately leads to success. And support the long-term competitiveness of the organization, and it can be said that it depends on the assessment of the strengths, weaknesses, opportunities and threats, which is known as SWOT (Genc, 2012). Ultimately, adopting an entrepreneurial mindset helps the organization's long-term success and raise its competitiveness (Covin, and Slevin, 1989). The most important nutrients of entrepreneurial culture in organizations is the adoption of the principle of learning and self-development of the members of the organization during their work (Seng, 1990). Learning is the best weapon that organizations can use in an environment of uncertainty (Altiok, 2011). An entrepreneurial culture helps organizations identify and invest in opportunities by aligning organizational culture, structure, and strategy. It creates a positive atmosphere for creativity, learning, and collaboration (Marko et al, 2021).

**Entrepreneurial leadership:** Entrepreneurial leadership is a critical dimension within the dimensions of strategic leadership in organizations, as it is a process of focusing on long-term goals (Genc, 2012). As the principle of entrepreneurial leadership is based on inspiring leaders of work teams and enabling them to seize opportunities, experiment with new ideas, and drive growth and innovation within the organization, as entrepreneurial leadership is characterized by vision, creativity, proactivity, empowerment, and flexibility (Gupta et al, 2004).

**Managing resources strategically:** This dimension refers to the process of allocating and using the organization's resources efficiently and effectively, such as financial, human and technological assets and other tangible and intangible assets, in order to be able to pursue opportunities for growth and innovation, and to maintain the competitive advantage, and this management includes obtaining resources, pooling resources Benefiting from resources, coordinating resources and harmonizing resources (Michael et al, 2002). **Applying innovation to develop creativity:** The application of innovation to develop creativity is a critical dimension of strategic leadership in organizations, as it involves fostering a culture that encourages and supports the generation, evaluation, and implementation of new ideas, solutions, and processes to create value and maintain a competitive advantage (Amabile, and Pratt, 2016), and according to Amabile and Pratt (2016) organizations should focus on encouraging idea generation, evaluating ideas and supporting the implementation of ideas. From the point of view of the researchers, creativity is not a property characterized by some and not others, but rather the result of deep thinking, hard work, and talents that people possess, each in his field.

### 3. Discussion of Results:

The responsive variable was measured according to the title of the research and the hypothetical scheme Strategic entrepreneurship across four dimensions (entrepreneurial culture, entrepreneurial leadership, strategic management of resources, application of innovation to develop creativity) and through (20) items and through answers (133) observations from the leaders of the National Security Advisory, and it won strategic entrepreneurship On a high level, which results from having a mixture of creativity, identifying opportunities for transformation and growth, looking at its capabilities and capabilities to adapt to the requirements of the global security environment and according to the behavior pursued by its leadership that aims for renewal and strategic change to obtain a standard deviation of Relative interest is good, and a relative coefficient of difference indicates harmony in opinions, as shown in the results of Table (1). As for the level of the four dimensions, they were arranged according to the relative coefficient of difference, as follows:

**Table 1:** Statistical indicators for the dimension of Entrepreneurial culture

SQ	Item	M	S.D	C.V	Rank	priority
1	Advisory leaders have a clear philosophy that attracts promising ideas..	3.56	1.032	28.99	71.2	5
2	Advisory leaders are concerned with improving the ability of their subordinates to perceive changes in their external environment.	3.66	0.878	23.99	73.2	2
3	The Advisory's leadership unifies its orientations to generate new ideas that keep pace with the expected changes in its future services.	3.61	0.919	25.46	72.2	4
4	Advisory leaders strengthen their position through their ability to make decisions and follow them carefully.	4.00	0.743	18.58	80	1
5	The leadership of the Advisory adopts the principles of organizational participation in a manner that guarantees effective and efficient implementation.	3.76	0.905	24.07	75.2	3
Total		3.72	0.720	19.35	74.4	Second

In the second order, the National Security Advisory tended to adopt an entrepreneurial culture to improve the level of strategic entrepreneurship, with a high-level mean (3.72), and performed with relative interest (74.4%) good by having a system of common values that formulate the structure of the advisory procedures in order to set behavioral standards that include proactive and acceptance Risk, freedom of action, search for opportunities and advantages, flexibility, and changeability, to build an internal work environment that supports leadership, so that these practices indicate agreement with a standard deviation of (0.720), and a relative coefficient of difference (19.35%), but at the level of paragraphs (27.23), I got a mean My account (4.00-3.56) is high level, With a standard deviation of (0.743-1.032), and with a relative coefficient of difference (33.93%-18.58%), it gave relative interest (80%-71.2%) in the tendency of the Advisory leaders to strengthen their position by having the capabilities to make and take decisions and follow up on its implementation with great care. In addition to its interest in improving the ability of its followers to consciously perceive the changes that occur in its external environment, resulting from its adoption of the principles of organizational participation to ensure effective and efficient implementation, and unifying its directions to generate new ideas that keep pace with the expected changes in its future services, in light of its adoption of a clear philosophy that carefully directs to attract promising ideas on Different members and their organizational levels.

The National Security Advisory tended to adopt entrepreneurial leadership in the fourth rank, as show in (Table 2), in a way that improves the level of its strategic entrepreneurship, with a high-level mean (3.65), as it performs with relative interest (73%) good by presenting a behavior that adopts mixing leadership capabilities with an entrepreneurial spirit, to result in an effective incentive. on the performance of the subordinates to direct them towards achieving the organizational goals that include adopting behaviors of seizing and investing entrepreneurial opportunities, as their answers indicate agreement with a standard deviation of (0.793), and with a relative coefficient of difference (21.73%). 3.93-3.52) is high, with a standard deviation (1.173-0.740), With a relative coefficient of difference (32.58%-18.83%) and relative interest good in having the ability to convince others of their ideas and points of view, in addition to adopting behaviors aimed at seizing entrepreneurial opportunities and investing them in achieving their security vision, by encouraging their subordinates.

To accomplish tasks and follow behaviors based on creativity and work in a non-stereotyped way, in addition to that, she showed interest in subordinates with entrepreneurship characteristics and high job commitment from the perspective of succession of leaderships, especially as she adopts the principle of participation in decision-making because they have courage, confidence, loyalty and commitment and transfer it to others as a generalization of distinguished personalities in Advisory.

**Table 2:** Statistical indicators for the dimension of Entrepreneurial Leadership

SQ	Item	M	S.D	C.V	Rank	priority
6	The leadership of the Advisory adopts the behaviors of seizing pioneering opportunities and investing them in achieving its security vision.	3.62	0.866	23.92	72.4	2
7	Advisory leaders have the ability to convince others of their ideas and points of view.	3.93	0.740	18.83	78.6	1
8	Advisory leaders adopt the principle of participation in decision-making to give the rest of its members (courage, confidence, loyalty, and commitment).	3.60	1.173	32.58	72	5
9	Advisory leaders pay attention to subordinates who possess leadership traits and high job commitment.	3.61	1.099	30.44	72.2	4
10	Advisory leaders encourage subordinates to complete tasks by following behaviors based on creativity and working in a non-stereotyped manner.	3.52	1.041	29.57	70.4	3
Total		3.65	0.793	21.73	73	Forth

According to the results of Table (3), the National Security Advisory leaders adopted a dimension of resources management strategically as first of a main focus that directs to enhance its strategic leadership, with a high-level arithmetic mean (3.67), and a relative interest in the effective ability of the Advisory to manage and renew its tangible and intangible resources with strategic wisdom and return Formation of core competencies to achieve consensus in a dynamic environment through vigilance, prediction, and initiatives through which it seizes opportunities as well as adopting them creatively to distinguish from its competitors.), Its arithmetic mean ranged from (4.06-3.44) at a high level, with a standard deviation of (0.809-1.003), and with a relative coefficient of difference (29.16%-19.93%), so that the interest in it was relative (81.2%-68.8%) by its leaders, aiming at their dependence on Its resources and reputation, enabling it to achieve outputs that are in line with its objectives, as well as encouraging and expanding strategically directed procedures to sustain its operational activities, especially since it adopts a priority when it needs scarce resources when formulating difficult goals, and this is what made it adopt a strategy through which it manages its resources according to their availability, in the light of Its ingenuity in controlling its strategic resources in proportion to its competitive advantage.

**Table 3:** Statistical indicators for the dimension of Managing resources strategically

<b>SQ</b>	<b>Item</b>	<b>M</b>	<b>S.D</b>	<b>C.V</b>	<b>Rank</b>	<b>priority</b>
11	The leadership of the Advisory relies on its resources and reputation to enable it to achieve outputs that are in line with its objectives.	4.06	0.809	19.93	81.2	1
12	Advisory leaders adopt a strategy to manage their resources regardless of their availability.	3.56	0.907	25.48	71.2	4
13	Advisory leaders prioritize when they need scarce resources when formulating difficult goals.	3.61	0.911	25.24	72.2	3
14	The Advisory's leadership encourages strategically directed actions to sustain its operational activities.	3.66	0.842	23.01	73.2	2
15	Advisory leaders are good at proportional control of their strategic resources according to their competitive advantage.	3.44	1.003	29.16	68.8	5
<b>Total</b>		<b>3.67</b>	<b>0.700</b>	19.93	81.2	First

The National Security Advisory Administration showed its adoption of the application of innovation to develop creativity when improving strategic leadership in the third order (Table 4), with a high-level arithmetic mean (3.69) to indicate its adoption of the progress of the process pursued by the Advisory to adopt new, innovative and unconventional ideas with the aim of renewal and change for the better, and to satisfy needs and desires The beneficiaries and stakeholders, in a way that mimics its competitors and global peers, as the dimension received a relative interest of (73.8%), a standard deviation of (0.747), a relative coefficient of difference (20.24%), and at the level of paragraphs , and a mean (3.98-3.33) of moderate. to the high, With a standard deviation of (0.770-1.106), and a relative coefficient of difference (33.21%-20.21%), it received relative interest (79.6%-66.6%), medium to good, in the contribution of the Advisory leaders to implement ideas that meet the ambitions of its customers through security services that enhance its position locally, and the result For adopting a reformist thought based on the opinion of specialists and experts from developed security ideas, as well as enhancing creativity and innovation from its performance and according to the standards and controls that it accurately defines, and this is what prompted it to open up to external ideas that lead to the provision of innovative activities, and make it linked to new work contexts that mimic the successes of its competitors at the global level.

**Table 4:** Statistical indicators for the dimension of Application of innovation to develop creativity

SQ	Item	M	S.D	C.V	Rank	priority
16	Advisory leaders contribute to the implementation of ideas that meet the ambition of (the beneficiaries) through a security service that enhances its position locally.	3.81	0.770	20.21	76.2	1
17	The Advisory's leadership adopts a reformist ideology based on the opinion of specialists and experts based on developed security ideas.	3.98	0.865	21.73	79.6	2
18	Creativity and innovation enhance the performance of the Advisory according to strictly defined criteria and controls.	3.71	0.892	24.04	74.2	3
19	The Advisory's leadership adopts new work contexts that mimic the successes of its global competitors.	3.33	1.106	33.21	66.6	5
20	Advisory leaders are open to external ideas that lead to innovative activities	3.60	1.036	28.78	72	4
Total		3.69	0.747	20.24	73.8	Third

#### 4. Conclusion:

The researchers note that the National Security Advisory strengthened strategic entrepreneurship by investing in Managing resources strategically, while the other dimensions (entrepreneurial culture, application of innovation to develop creativity, entrepreneurial leadership) were aimed at improving it. The National Security Advisory's interest in the entrepreneurial culture and the way it raises the level of strategic leadership resulted from strengthening its position through the ability to make decisions and follow up on its implementation carefully, in addition to having a clear philosophy through which it attracts promising ideas in a high way. It was clear that the Advisory, the research sample, adopted entrepreneurial leadership in improving the level of strategic leadership through its ability to convince others of their ideas and points of view, and its adoption of the principle of participation in making and making decisions, which gives them courage, confidence, loyalty and commitment. The National Security Advisory tended to manage strategic resources to enhance strategic leadership, as a result of its reliance on its resources and reputation, in a way that enables it to achieve outputs that are in line with its objectives, which made its leaders excel in the relative control of their strategic resources in a manner consistent with their aspiring competitive advantage. In addition, the National Security Advisory showed a high interest in adopting innovation to develop creativity, which would enable it to improve the level of strategic leadership through the contribution of its leaders in implementing creative ideas that meet the aspirations of its customers and provide security services that enhance its position locally, especially as it adopts new work contexts that mimic the successes of its global competitors with a medium interest.

### Authors Declaration:

Conflicts of Interest: None

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

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

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## تحليل مدى تطبيق ابعاد الريادة الاستراتيجية لدى قادة مستشارية الامن القومي

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هذا العمل مرخص تحت اتفاقية المشاع الإبداعي نسبة المصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

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### مستخلص البحث:

الريادة الاستراتيجية هي إحدى الاتجاهات الإدارية المعاصرة التي ترفع من مكانة المنظمات من خلال تحسين مستوى أدائها ، وتوضح أهميتها بشكل خاص بالنسبة للمنظمات الأمنية. يهدف البحث الحالي إلى تشخيص مستوى ممارسة وتجسيد القيادة الاستراتيجية في مستشارية الأمن القومي في العراق. وقد مثل المجتمع البحثي القيادات الإدارية ضمن مستشارية الامن القومي ، وشمل البحث عينة قوامها (133) من قادة المنظمة المبحوثة ، وكان الاستبيان الأداة الرئيسية لجمع البيانات والمعلومات المتعلقة بالبحث. إذ اعتمد البحث الحالي المنهج الوصفي التحليلي ، كونه الأنسب للبحث حيث يتجسد في المتابعة والتحقيق والتدوين بطريقة نوعية لمعرفة الظاهرة من حيث المحتوى والمضمون ، والوصول إلى النتائج والتعميمات. التي تساعد في فهم الواقع ، إذ تم استخدام عدد من الأساليب الإحصائية منها المتوسط الحسابي والانحراف المعياري ومعامل التباين والنسب المئوية ومعامل الارتباط ومعامل الانحدار من خلال البرنامج الإحصائي (SPSS). وتوصل البحث إلى مجموعة من الاستنتاجات أبرزها اهتمام مستشارية الأمن القومي بثقافة ريادة الأعمال مما يرفع من مستوى القيادة الإستراتيجية الناتجة عن تعزيز مكانتها من خلال قدرتها على اتخاذ القرارات ومتابعة تنفيذها بعناية ، بالإضافة إلى وجود فلسفة واضحة تجذب من خلالها الأفكار الواعدة بشكل عالي.

نوع البحث : ورقة بحثية

المصطلحات الرئيسية للبحث: الريادة الاستراتيجية ، الابداع ، الابتكار ، مستشارية الامن القومي .

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