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DOI: <https://doi.org/10.33095/sq81g508>

## Measuring The Level Of Strategic Thinking: An Analytical Research In The National Security Advisory

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Received:2/7/2023

Accepted:22/8/2023

Published Online First: 30 /6/ 2024



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### Abstract:

The current research derives its significance from its focus on the vital subject of strategic thinking. This topic has attracted the attention of researchers and managers alike, as well as the importance of the researched organization, the National Security Advisory, due to its strategic role in maintaining the country's security and stability. The research problem arises from neglecting the role of strategic thinking in the organization's success. The research aims to identify the level of incorporation of strategic thinking within the National Security Adviser, across its four dimensions. The research included a sample of (90) employees at all administrative levels in the National Security Advisory in a narrative analytical mythology. The questionnaire was the main tool for collecting data and information related to the respondents, and a number of statistical methods were used to obtain results through the SPSS program. The research reached a set of conclusions, the most prominent of which is the disparity in the embodiment levels of strategic thinking in the researched organization, as systems thinking came at the first level, followed by thinking in time, then intentional thinking and finally opportunistic thinking.

**Paper type:** Research paper

**Keywords:** Strategic Thinking, National Security Advisory.

## **1.Introduction:**

Many topics, including strategic thinking, have received great attention from researchers specialized in the field of management. Thus, strategic thinking has become a pivotal concept that has drawn the focus of researchers and practitioners, and this is a result of the changes that occurred in the world in general and the business environment in particular, in which traditional thinking became useless. Consequently, the subject of thinking has started to be viewed as a philosophical approach adopted by managers in the management of their organizations. Researchers, managers, and specialists alike have been convinced that thinking has an effective role in improving the level of performance and achieving the goals of organizations. In this regard, the organization's management should know what strategic thinking is, and how to embody it in the work of the organization, in a manner that achieves compatibility with the developments taking place and leads to creativity and innovation.

Thus, the matter necessitates the availability of strategic thinking as one of the tools associated with the excellence and superiority of the organization. Realistic events from the business environment, as well as studies that dealt with strategic aspects, have proven that strategic planning alone is no longer sufficient for organizations to actually achieve their desired goals. Exceptional thinking characterized by depth and innovative tendencies, and this is embodied in strategic thinking, as it is one of the most wonderful contemporary methods used by the organization's management in order to reach the goals it seeks, foremost of which is the achievement of organizational excellence. Therefore, the National Security Adviser seeks to embody strategic thinking among its employees at all levels.

### **1.1. Literature review:**

There are a number of studies that dealt with the issue of strategic thinking through its relationship with other variables. The study of Karami and Gorzynski (2020) aimed to explore a context that includes a broader and more comprehensive perspective, focusing on the connection of small and medium-sized environmental organizations with the natural world, It aimed to understand why and how this relationship affects strategic thinking and enables organizations to benefit from limited resources. The study included (38) employees working in (29) small and medium-sized companies in the United Kingdom and adopted the method of interviews and observations, and the study reached a number of results, the most prominent of which is that the process of strategic thinking is emerging, complex, interdependent, and informal, and it is an integral part of pivotal places along with governance, strategic planning, and other major operations. The goal of the study of Al-Dulaimi (2020) was to diagnose the role of strategic thinking in its dimensions in activating and enhancing the creative capabilities of organizations. Meanwhile, Al-Hasnawi and Al-Mousawi (2021) study adopted an analytical descriptive approach to achieve its goal of determining the relationships of influence and correlation between strategic thinking skills and strategic response processes at the level of a sample of medical and nursing staff. The questionnaire was used as a tool for data collection. The study included medical and nursing staff in private hospitals in the holy governorate of Karbala, with a sample size of 218. The results showed that there is a direct, statistically significant effect of strategic thinking skills in strategic response operations, as for the study Ginanneschi's (2021) study also adopted an analytical descriptive approach, and the study aimed to search for alternative research tools that go beyond strategic management to generate future scenarios that are particularly suitable for groups of industry experts, and the questionnaire was adopted as a main tool for data collection, as the study included 20 managers and businessmen in the food sector in Italy.

The study concluded that it generates estimates that can be statistically generalized or used in choosing the most likely scenario in the future in support of long-term strategic thinking. The study of Hassan et al.(2021), aimed to understand the relationship of correlation and influence between strategic thinking and organizational prowess in the Samarra Pharmaceutical Factory, The questionnaire served as the primary tool for collecting information, and the study included managers working in the Samarra Pharmaceutical Factory, with a study sample of 40 directors. The results showed that there is a significant impact of the variable of strategic thinking on the variable of organizational dexterity, indicating the contribution of strategic thinking to the formation of organizational dexterity. Lastly, Hashemi and Rad (2022) study aimed to identify the impact of strategic thinking on innovation and the successful introduction of new products by Alborz Insurance Company / Iran.

Based on the results of previous studies, it is clear that strategic thinking has a major role in the organizations' development , and the achievement of ingenuity and excellence in performance, so the current research tries to explore the extent of the organization's interest in strategic thinking by measuring the level of embodiment of this type of thinking among employees.

The problem addressed by this research is that Organization managers seek to achieve goals and excellence, which necessitates their adoption of an advanced business philosophy that is compatible with contemporary environmental data. This enables them to possess the capabilities need for perfection and to endure and thrive the business environment, and in order to achieve this, organizations seek to interact with Environmental changes through the adoption of strategic thinking and benefit from it as one of the important tools in achieving organizational excellence and effective and rapid response to environmental variables. Thus, mere abstract strategic planning is no longer sufficient for the management of the organization in improving performance and the status of the organization and its competitive position, the matter should be associated with the presence of strategic thinking that it has become of paramount importance to the organization's management and leadership, as it is one of the most important elements of the organization's survival, continuity, and excellence in the changing business environment.

Based on the foregoing, the features of the research problem are clear in the organizations' neglect of the role of strategic thinking and considering it as part of their work philosophy. Here, a question becomes clear: What is the awareness of human resources in the organization, the research sample, of the contents of strategic thinking, and to what extent does the researched organization possess the concept of strategic thinking?

The Objectives and Purpose of this research aimed to diagnose the level of awareness of human resources in the organization, the research sample, of the contents of strategic thinking, and to indicate the extent to which the researched organization possesses strategic thinking and invests it in work realistically.

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

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

The research community was represented in the staff working in the National Security Adviser at different administrative levels and functional specializations. In order to achieve harmony among the respondents from the community, a random sample of 95 employees was chosen. As total of 100 questionnaires were distributed, with 98 questionnaires subsequently retrieved. However, three 3 questionnaires were found to be invalid for statistical analysis.

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

The research adopted the descriptive analytical approach as it is compatible with the data of the current research. This approach involves collecting data and information on the research variable (strategic thinking). According to this approach, the opinions of the respondents are verified, their responses to the questionnaire items are recorded, and these opinions are subsequently analyzed

### **2.3. Strategic Thinking:**

#### **2.3.1. Strategic Thinking Concept:**

The origins of strategic thinking can be attributed to the first ages of human life, as the strategic direction at that time represented in preserving his survival alive, and man sought at that time to move to invest the environmental opportunities and resources available in the environment, and in return trying to avoid the risks posed by that environment, and embodied this In its time, simply to take advantage of the opportunities for the availability of food and avoid the risks of death, and thus the development of strategic thinking with the development of human life (Abdul Qadir, 2022). The concept of strategic thinking, whose real launch as a term is in February of the year 1994 after the issuance of an article (Mintzberg) in (Harvard Business Review), which confirmed that the conceptual intertwining between planning and thinking would cause confusion to senior management and reflect negatively on the vision of the organization. Thinking in general is a high-level mental product that passes through a package of mental processes that includes analysis, synthesis, and the formulation of assumptions, so that its final outputs are embodied in the form of concepts, judgments, and theories, and thinking interacts with reality and is a reflection of it, and is associated with the social and psychological system (Hassan et al., 2021). (Mintzberg) introduced the concept of strategic thinking into an academic field, defining its objectives and dimensions, and setting the boundaries that separate it from other concepts, describing it as a special way of thinking that focuses on insight and the use of intuition and creativity in strategy (Hadi, 2019). It's the process which help 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).

The roots of strategic thinking can be traced back to several disciplines and fields, including cognitive science, inclusion theory, organization systems approach and strategic management, and the latter forms the theoretical perspective through which the research presented is embodied while strategic thinking decisively complements the field of strategic management (Piorowska et al, 2021). Strategic thinking is also defined as the process of generating business ideas and applying them continuously to achieve competitive advantage. This process occurs regularly as an integral part of the day-to-day activities in the organization (Asobee, 2021). (Kula and Naktiyok, 2021) defines it as understanding the fact that things cannot always be resolved through a linear, standard approach, as well as finding ways to adapt to environmental uncertainty in a more informed and flexible way. Furthermore, (Amanah et al, 2022) define it as the process of defining long-term goals and objectives that help decision-makers prepare for the future by focusing attention on the structure and adopting intuition and creativity to develop an integrated perspective for strategic organization management. The importance of the subject increased with the emergence of the knowledge economy in the forefront (Abdulhameed and Al-Kubaisy,2023).

Thus, it can be said that strategic thinking is a mental ability to extrapolate environmental data and make decisions related to the future of the organization in order to achieve strategic goals.

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

The description of strategic thinking is not limited to a series of systematic plans only, rather, it represents a pattern of cognitive planning, and it is not a road map that should be followed, but rather a comprehensive view of all ways to reach the goal. Strategic thinking requires the ability to make predictions about the future, which are related to determining the direction of all variables that affect the organization (Ginanneschi, 2021). Sakr et al, (2022) indicated the importance of strategic thinking as it focuses on the critical and fundamental aspects of the organization. Strategic thinking is a crucial factor in achieving compatibility with the changing environment in order to reach success (Abdul Qader, 2022).

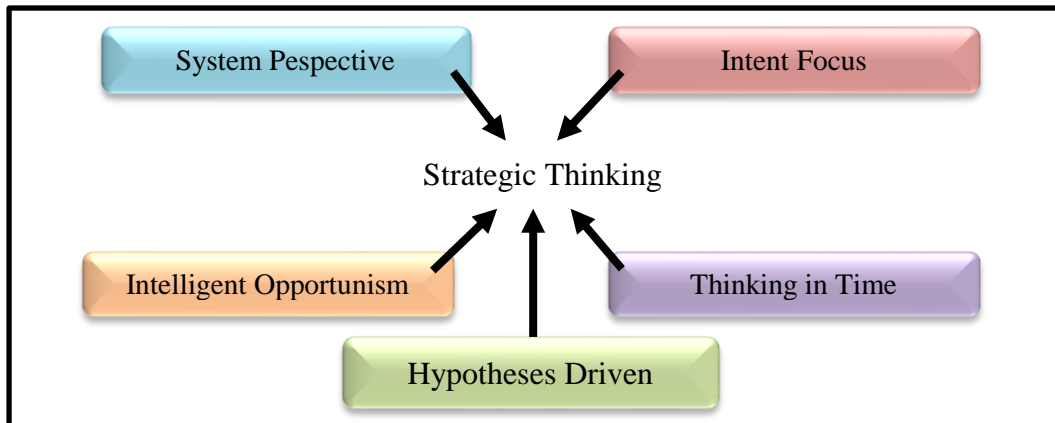
Strategic thinking is a necessity for organizational survival and sustainability, and it is a basic key, and a message in communication to participate with society, whether inside or outside the organization and is closely related to dealing with the external environment, including current and potential changes and events (Karami and Gorzynski, 2021). Strategic thinking plays a pivotal role in finding alternative solutions for competition and delivering value to customers. . It also facilitates communication to control power and support rapprochement and optimism (Arayesh et al, 2017). The importance of strategic thinking is evident in providing the best products to customers, as well as providing insight, inspiration, and future reading for managers in the organization (Ginanneschi, 2021). Strategic thinking contributes to enabling managers to understand everything that is effective in achieving goals, and how to generate value for customers. Strategic thinking identifies the necessary strategy or business model that helps achieve the mentioned value (Jafari et al, 2017). Strategic thinking involves building connections between various elements (Srivastava and D'Souza 2020). It is useful in enhancing the effectiveness of work teams (Hassan and Raheemah,2021).

Strategic thinking poses one of the most critical challenges faced by the management of the organization, in order to raise the level of strategies, provided that this is coupled with the availability of the necessary ability to adopt strategic thinking in order to reach the desired goals. Strategic management, as highlighted by Muhammad and Saleh (2021), underscores its importance by portraying it as a means of envisioning future landscapes. The importance of strategic thinking is evident in that it is a pattern that helps to achieve harmonization between the capabilities of the organization and the actual competitive situation, by extrapolating the requirements of the environment, in addition to that Strategic thinking is one of the critical requirements in the contemporary business environment (Muriithi et al., 2018). The importance of strategic thinking manifests in the formulation of a strategy that is represented in being a coherent and integrated framework for decisions that are particularly related to directing the organization and using its resources, and in order to embody strategic thinking, it uses central information and synthesizing ideas to be perceived and achieve the appropriate advantages for the organization. The strategy is just an important result of an appropriate thinking process (Alomari ,2020). The importance of strategic thinking is that it is an integral part of the practice-based processes, which constitute the ways in which the organization manages itself in pursuit of its goals, and these are found within or along with other major processes including governance and the processes of preparing strategic plans, and in some Larger Organizations Consulting Processes for Broad Stakeholders (Karami and Gorzynski, 2022).

It is evident from the foregoing that strategic thinking is of great importance, rather it is a key to the success of the organization's management in dealing with environmental variables, and its importance is embodied in being more like sensors that sense what is going on in the environment, and what is likely to happen in the future in light of the rapidly changing and turbulent environmental data that which makes it very difficult to read the future.

### **2.3.3. Elements of Strategic Thinking :**

The literature related to strategic thinking included a number of elements, and the difference between specialists appeared in a unified definition of these elements, this can be attributed to the multiplicity of models of strategic thinking, in addition to the difference between these specialists in their intellectual and philosophical orientations that they adopt. Some literature included five elements, Others included four elements, while others included three elements. (Salamzadeh et al (2018) pointed out that when a leader embodies strategic thinking, they combine a set of elements, which are a system perspective, focus on intent, timely thinking, intelligent opportunism, and a derived presence from a hypothesis, as illustrated in (1).

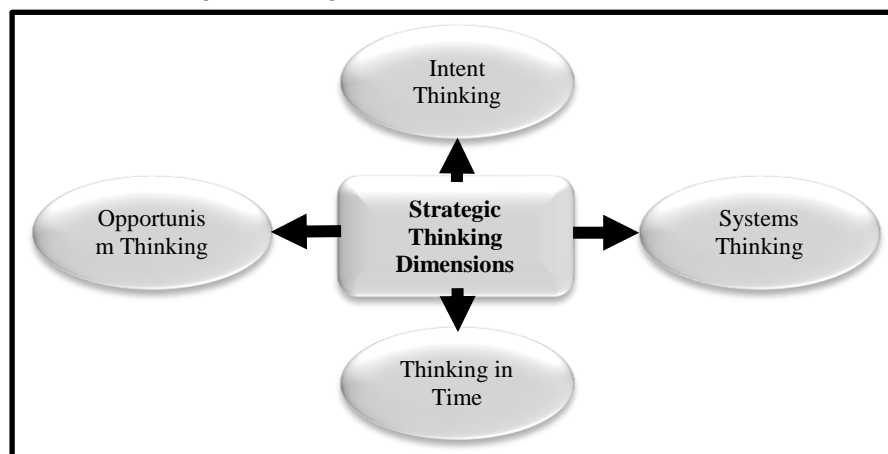


**Figure 2:** A model of comprising elements of strategic thinking

**Source:** Salazadeh, Y., Bidaki, V. Z. and Vahidi, T.(2018), Strategic Thinking and Organizational Success: Perceptions from Management Graduates and Students, Global Business and Management Research: An International Journal Vol. 10. No. 4. P.4.

#### 2.3.4. Strategic Thinking Dimensions:

The literature included in the sources related to strategic thinking shows the existence of a number of dimensions of strategic thinking, and the definition of these dimensions varies according to the viewpoints of the researchers and the philosophy adopted by each of them. Figure (2) presents the dimensions that have gained more popularity among researchers and specialists in the field of strategic thinking.



**Figure2:** Strategic Thinking Dimensions

**Source:** Researchers according to related Literature

Intentional thinking represents the future image that the organization wants to reach, a vision that is unique (Abdul Qader, 2021). Intentional thinking achieves alignment between organizational resources and the goals the organization aspires to achieve, as the organization directs its resources and energies towards those goals after clearly allocating its goals and including them in its comprehensive vision and mission as strategic objectives (Al-Dulaimi,2020). The matter is not limited to directing the energies of the employees in the organization only but also includes stakeholders (Ibrahim and Mustafa, 2020).

The intentional thinking finds expression in a plan related to the market or the competitive landscape that the organization seeks to penetrate. This thinking may be imitating competitors or the intention may be represented by the initiative. The intentional thinking of the decision-maker may be centered towards the market (goods or services). It revolves around the management's forward-looking perspective for the organization's direction (Abdullah et al., 2018).

Systems thinking is a comprehensive approach to seeing the constituent sub-systems of the organization as a single system that embodies the complementary interdependence of the sub-systems, whether this interdependence is between the internal sub-systems in the organization represented by its formations, or the external systems represented by the data of the external environment of the organization. Systemic thinking contributes to analyzing the causes of problems and finding solutions for it (Bakir, 2019). This thinking is based on mental trends that are a starting point for the strategic thinker in order to clarify how the system works and the extent to which attention is paid to its components. The existence of the system is achieved through the interaction of these components with each other, whether internal or external (Abu Junayb, 2020). Therefore, this thinking is called holistic thinking because it sees the organization in a holistic view that includes all its components, and so, any change affecting one of the components of the organization will affect the organization as a whole (Al-Wahidi et al., 2020).

Individuals working in an organization realize that their time has monetary value when paid by the hour. Considering time as an ideal can have far-reaching effects on thoughts and behavior. Simply calculating their hourly wages at work reduces their motivation to volunteer for free. Considering the value of their time also has consequences. Far-reaching depends on the decisions that individuals make about their time, and time-based thinking is the ability to use the organization's memory in context to construct the future, which is achieved by using accessible information about the organization's past and present to determine what to do in terms of developing its future (Amana, 2022). Thinking at the specified or appropriate time means that strategic thinkers are not limited to thinking about the suitability of the available resources and capabilities of the organization at the present time with the available opportunities in the external environment. Thus, this thinking is a link between the past, the present, and the future, and what each time span includes on the performance in question (Ibrahim and Mustafa, 2020).

Opportunism thinking is thinking directed towards investing effective opportunities, and two types of strategic directions are evident in this aspect, the first is a deliberate strategy and the other is an emergency or accidental strategy, and the second is what drives strategic thinking to go towards opportunities, and that neglecting these accidental opportunities may result in negative results Thinking causes loss. That is, investing the available opportunities in the environment in order to reach the goals (Abdul Qader, 2021).

The variation in defining the dimensions of strategic thinking, which can be attributed to the different orientations and viewpoints of the researchers, as well as the novelty of the topic in the literary dissertations related to the subject, and these dimensions cover multiple aspects, including looking at the organization as a single entity consisting of interconnected parts, and that thinking It is intended and covers a specific period of time, in addition to exploring opportunities in the environment and investing them according to the available organizational resources.

### **3. Discussion of Results:**

Table (1) shows the results of the descriptive analysis of the intentional thinking dimension, as the general mean of the dimension achieved a value of 3.672, with good levels, while the standard deviation amounted to 0.678. Although it was not at a very good level, it came at a good level. This confirms the presence of good interest in the dimension of intentional thinking within the advisory researched by the upper and middle administrations, as we note, the majority of officials in the advisory focus on the strategic goals set by the advisory, as well as on the future vision.

This, if anything, indicates the administration's keenness in implementing the plans set by the advisory through intentional thinking. At the same time, the researcher found that the upper and middle management focus on investing in knowledge. In order to formulate new and innovative strategies for the advisory, the results showed that the highest arithmetic mean was at the fifth question, achieving a value of 3.874 with good levels and a deviation of 0.733. The coefficient of difference reached 18.92, This question ranked first in terms of importance, confirming that is the active role of intentional thinking. The active confirms that the more the advisory seeks to pay attention and focus on the intentional thinking process and urge the workers to this method, the more it strengthens the creative capabilities of the workers and the development of their skills. As for the lowest arithmetic mean, it was at the third question, as it achieved a value of 3.505 and with a deviation of 0.944, while the value of the coefficient of difference for it was 26.93, as this question came in the rank (5 in terms of importance, meaning that the advisory is the result of the nature of The work in which she works is often focused on the process of urging officials to think in a non-routine and effective manner, especially for thinking that focuses on foreseeing the future and predicting what is to come.

**Table 1:** Statistical indicators for the dimension of intentional thinking

SQ	Item	M	S.D	C.V	Rank	Response Level
1	The thinking of managers in the consultancy focuses on the strategic goals to be achieved.	3.779	0.853	22.57	2	good
2	There is an interest in the future vision to improve the level of performance.	3.663	0.930	25.38	4	good
3	The advisory administration is interested in developing the capabilities of officials to look to the future.	3.505	0.944	26.93	5	good
4	Knowledge is employed to formulate new and innovative strategies.	3.537	0.861	24.33	3	good
5	Intentional thinking contributes to enhancing creative abilities.	3.874	0.733	18.92	1	good
Total		3.672	0.678			

Table (2) shows the results of the descriptive analysis of the systems thinking dimension. The general mean of the dimension achieved a value of 3.823, indicating good levels, while the standards deviation amounted to (0.610). This confirms the presence of good levels of systems thinking in the National Security Advisory. We can observe that it seeks to focus on the internal and external environmental scanning processes in order to collect the required information that helps them to discover opportunities and challenges. Additionally, it collects the information requirements provided by the results of the environmental survey in order to meet both current and future business requirements. The researcher also found that the more the advisory seeks to focus on non-random systems thinking, the more it contributes to achieving effectiveness in creating creativity in the advisory. The results showed that the highest mean was at the tenth question. As it achieved a value of 4.042, with good levels and a deviation of 0.837, as the coefficient of difference for it reached 20.70, as this question ranked third in terms of importance, and this confirms what was mentioned above with the presence of good interest by the advisory for National Security by focusing on the process Holistic thinking that focuses on looking forward to the future of the advisory and how environmental changes affect the mechanism, work and procedures of the advisory at the present time and in the future. As for the lowest arithmetic mean, it was at the eighth question, as it achieved a value of 3.432, with average levels of importance and a standard deviation of 0.930, while the value of the coefficient of variation for it was 27.10, as this question came in the fifth rank in terms of importance, meaning that it is Despite the chancellery's focus on systems thinking, especially among senior



and middle managements, it is not at the effective level of employees who lead them towards improving their capabilities in order to provide advanced levels.

**Table 2:** Statistical indicators for the dimension of systems thinking

SQ	Item	M	S.D	C.V	Rank	Response Level
6	External environmental factors are analyzed to reveal opportunities and challenges.	3.779	0.774	20.49	2	good
7	Gathers information regarding current and future business requirements.	3.842	0.734	19.10	3	good
8	The advisory is concerned with promoting holistic thinking to improve the employees' ability to provide the best performance.	3.432	0.930	27.10	4	good
9	Holistic thinking enhances creativity.	4.021	0.863	21.45	1	good
10	Holistic thinking supports the ability to anticipate the future.	4.042	0.837	20.70	5	good
Total		3.823	0.610			

Table (3) shows the results of the descriptive analysis of the opportunistic thinking dimension. The general mean of the dimension achieved a value of 3.404, indicating levels close to good, while the standard deviation amounted to 0.471. This confirms the existence of opportunistic thinking, which indicates that the advisory has a clear interest in the process of opportunistic thinking. Which we notice by focusing on creative ideas and trying to promote them, as well as we often find them seeking to compare between strategic alternatives to creative ideas to invest in the best available opportunities. The results showed that the highest arithmetic mean was at the fourteenth question. As it achieved a value of 3.705 with good levels and a deviation of 0.698, as its coefficient of variation reached 18.83, as this question ranked first in terms of importance, and this indicates that the advisory seeking to adapt to the environmental changes that occur in the environment external. As for the lowest mean, it was found in the eleventh question, with a value of 2.937, reflecting weak levels and a deviation of 0.932. The coefficient of difference for it amounted to 31.73, as this question came in the third rank in terms of importance, this further confirms the advisory's interest in investing in opportunities and seizing them from the external environment in a manner consistent with its goals.

**Table 3:** Statistical indicators for the dimension of Opportunism thinking

SQ	Item	M	S.D	C.V	Ran k	Response Level
11	The advisory does not pay much attention to seizing the opportunities available in the external environment.	2.937	0.932	31.73	3	middling
12	The risk-taking method is adopted in making decisions (excluded).	The value of (PT2, PT3) were deleted from the opportunism thinking dimension, as it was found to be non-significant and affect the quality of conformity to the model in general, according to the recommendations of the modification indicators (Modification Indices).				
13	The mechanisms of exploiting smart opportunities contribute to improving the level of performance (excluded).					
14	The advisory seeks to adapt to the impact of changes in the external environment.	3.705	0.698	18.83	1	good
15	Strategic alternatives to creative ideas are analyzed and compared to efficiently invest available opportunities	3.568	0.808	22.63	2	good
Total		3.404	0.471			

Table (4) shows the results of the descriptive analysis of the dimension (thinking about time), as the general mean of the dimension achieved a value of 3.815 and at good levels, while the standard deviation amounted to 0.651. This suggests that upper and middle managements are capable of organizing their time effectively by drawing on past experiences, addressing weaknesses, and reinforcing strengths to guide their future actions. This is achieved by formulating appropriate strategies that seek to close the gap between the events of the past and the events of the present. The results showed that the highest mean was at the nineteenth question, as it achieved a value of 4.116 at a good level and with a deviation of 0.836, as the coefficient of difference for it reached 20.32, and this question ranked first in terms of importance, and this confirms that the upper and middle administrations The more she is able to make the decision at the right time through the right thinking and at the right time, this will enhance the ability of the workers and thus will positively affect the achievement of effective performance. On the other hand, the lowest mean was recorded in the twentieth question, as it achieved a value of 3.590, at a good level, and with a standard deviation of 0.940, while the value of the coefficient of difference for it was 26.18. In the chancellery, they have a good ability to invest time for reflection, meaning that the process of wasting time with unnecessary routine procedures and lengthy meetings do not negatively impact decision-makers.

**Table 4:** Statistical indicators for the dimension of thinking in time

SQ	Item	M	S.D	C.V	Rank	Response Level
16	Thinking about the future starts from the past.	3.747	0.838	22.35	2	good
17	The appropriate strategy is formulated in order to close the gap between the events of the past, the reality of the present, and the requirements of the future.	3.874	0.866	22.35	3	good
18	There is an examination of mistakes in order to draw lessons and lessons from them.	3.747	0.850	22.69	4	good
19	Thinking at the right time enhances the ability to perform effectively.	4.116	0.836	20.32	1	good
20	Decision makers are efficient in their investment of thinking time.	3.590	0.940	26.18	5	good
Total		3.815	0.651			

#### 4. Conclusion:

It is evident that the National Security Advisory has achieved high results in embodying strategic thinking in its work. However, some results did not meet the ambitious expectations and remain modest, especially with regard to the interest of the advisory in raising the level of capabilities of managers in their view of the future and anticipating its data. A decline was noticeable in the advisory in seizing the available opportunities in the external environment, which constitutes a defect in its strategic directions, which is reflected negatively on the level of performance. It was found that there was a modest level in the counseling of the research sample with regard to holistic thinking, and this means neglecting the role of this thinking despite its importance as a decisive factor in improving performance levels. While high results were achieved in the advisory, the research sample, with regard to the embodiment of intentional thinking in the work of its employees, as well as the attitudes supporting creativity and innovation, and the levels of thinking were raised in a timely manner in order to reach effective performance. Regarding the dimensions of strategic thinking overall, the National Security Advisory was distinguished by the embodiment of systems thinking in the first place, followed by thinking in time, then intentional thinking, and finally in the order of embodiment by Opportunism thinking.

#### 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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## قياس مستوى التفكير الاستراتيجي: بحث تحليلي في مستشارية الأمن القومي

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Received:2/7/2023 Accepted:22/8/2023 Published Online First: 30 /6/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الإبداعي تُسبب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0  
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### مستخلص البحث:

تتمثل أهمية البحث الحالي في المضامين التي يتناولها موضوع التفكير الاستراتيجي والذي جذب انتباه الباحثين والمديرين على حد سواء ، كذلك لما للبحث من أهمية على مستوى المنظمة (مستشارية الأمن القومي) لما لهذه المنظمة من أهمية استراتيجية في الحفاظ على أمن البلاد واستقرارها. إذ تتحدد مشكلة البحث بإهمال دور التفكير الاستراتيجي كعنصر أساسي في نجاح المنظمة ، و يهدف البحث ايضاً إلى التعرف على مستوى تجسيد التفكير الاستراتيجي في مستشار الأمن القومي وفق أبعاده الأربعة. كذلك يشمل البحث عينة قوامها (90) موظفاً على كافة المستويات الإدارية، إذ تضمن الاستبيان الأداة الرئيسية لجمع البيانات والمعلومات المتعلقة بالمستجيبين ، وتم استخدام عدد من الأساليب الإحصائية للحصول على النتائج من خلال برامج (SPSS.V21, AMOSE, EXCEL) ، وتوصل البحث إلى مجموعة من الاستنتاجات أبرزها التباين في مستويات تجسيد التفكير الاستراتيجي ضمن المنظمة موضوع البحث ، إذ جاء التفكير النظمي في المستوى الأول يليه التفكير الوتقي ، ثم التفكير القصدي ، ثم التفكير الفرصي أخيراً.

### نوع البحث : ورقة بحثية

المصطلحات الرئيسية للبحث: التفكير الاستراتيجي ، التفكير النظمي ، التفكير الوتقي ، التفكير القصدي ، التفكير الفرصي ، مستشارية الامن القومي .

\* البحث مستل من رسالة ماجستير