

# EXAMINING THE IMPACT OF THE DIMENSIONS OF STRATEGIC THINKING ON OUTSTANDING PERFORMANCE

**Haider Harbi Hassan**

University Of Babylon, College Of Administration And Economics,  
Department Of Department Of Business Administration, Iraq  
Email:- Haidar.Harbi@U0babylon.Edu.Iq

**Zahraa Yassin Alwan**

University Of Babylon, College Of Administration And Economics,  
Department Of Department Of Business Administration, Iraq  
Email:- Zaltememe20@Gmail.Com

**Mohamed Fakhry Berto**

University Of Babylon, College Of Administration And Economics,  
Department Of Department Of Business Administration, Iraq  
Email:- Mohammedfakhri1979@Gmail.Com

## Abstract

Examining the impact of the dimensions of strategic thinking on outstanding performance reveals a crucial link between the ability to anticipate future trends, make informed decisions, and adapt to changing circumstances effectively. By honing skills in critical analysis, innovative problem-solving, and long-term planning, individuals and organizations can navigate complex challenges with more agility and success. Strategic thinking also fosters a proactive mindset that enables them to capitalize on opportunities, stay ahead of the competition, and achieve sustainable growth. Ultimately, integrating these dimensions into decision-making processes can significantly elevate performance and drive remarkable outcomes in various contexts.

**Keywords** Ultimately, the competition, elevate performance and drive remarkable.

## INTRODUCTION

The concepts associated with strategy, such as learning and evolutionary adaptation, implicitly suggest that successful organizations are simply those that have the ability to adapt quickly to changing environmental requirements. Strategic thinking enables faster response by making higher quality decisions, benefiting from exploration and proper use of articulated

initiatives of high-level managers in large companies by developing a successful strategy based on strengths and weaknesses.

Strategic planning is an analytical process that aims to program strategies that have already been identified. The result is the strategic plan. On the other hand, strategic thinking is a process of synthesis, based on intuition, as the result is an integrated perspective for managing the

organization. Strategic thinking includes five: focusing on intention, thinking at the appropriate time, the area that can be added, it is based on the hypothesis, and non-opportunistic intelligence. The presence of these elements is what distinguishes that an individual thinks strategically. They indicate that it is a further state of mind, not just another planning process. We conceive of strategic thinking as a set of ideas, principles, policies, rules and operational approaches shaped by thinking managers for their role in guiding their daily actions than a set of ideas and rules that is more flexible than corporate ideology or organizational identity, which has a more permanent character in this account.

Therefore, it can be said that strategic thinking depends primarily on innovation and presenting new ideas that are difficult for competitors to imitate except at a high cost or after a long time. Most new ideas in the field of management appeared in a democratic climate that allows the participation of the largest number of individuals while giving them the greatest amount of organized freedom for expression. About their opinions

The research structure was divided into four sections and includes (the first section, "Research Methodology," the second section, "Theoretical Framework," the third section, "Practical Framework," and the Fourth Section, "Conclusions and Recommendations").

The research. Aims. to determine the effect of. The. dimensions of strategic. thinking, which included all of the (Prospective, systemic thinking, nonlinear thinking, thinking time, participation) in outstanding performance for organizations of all types to be able to survive and continue to improve and increase their activities, the problem of research came to find out the level of strategic thinking in banking facilities and its impact on its outstanding performance. The importance of research in that it will combine the study of various topics (strategic thinking and outstanding performance), and diagnose the interaction of variables, and thus contribute to the

development of new concepts and data from the topics. Find the head of the hypothesis was based are: (There are no statistically significant correlation at the 0.05 level between strategic Aavadaltvkiir in general and among the outstanding performance relationship), was applied research in a bank of good Hilla Branch / 5 and Mesopotamia branch of th Bridge through a questionnaire distributed to Officials included (35) were questionnaires recovered analysis of (30) using a statistical program (SPSS) through the use of frequencies and percentages and averages and test Spearman correlation coefficient, the research found a set of conclusions most important that strategic thinking is today a strategic necessity, not an option between a set of strategic choices facing the organization in the post-Prospective which confirms that the Bank's management sufficient willingness to take responsibility has reached the highest value for the variable Prospective in the extrapolation of the future direction of development strategies in the long term, and this shows a strong correlation between the independent variable based and variable relationship .kohl's Find a set of recommendations, the most important, the need to focus on the dimensions and variables for strategic thinking and take advantage of its role in the exploitation of resources towards the development of a proactive strategy to determine the features of the banking business in the long term in achieving outstanding performance in the field of work and be able to compete and serve beneficiaries and adhering to plan requirements contained in the banking Act and the law of the Iraqi Central Bank.

### **The. First. Topic.**

#### **Research Methodology**

First:: The. Research Problem

Strategic thinking may help organizations focus on producing more effective decisions and actions that create public value, implement the organization's vision, fit the institutional mandate, and, moreover, satisfy key stakeholders. Mintzberg and others have noted that effective strategy making links action with

thinking, which in turn “links implementation to formula” ( Mintzberg et al., 1998: 71).

Strategic thinking is something iterative, flexible, and directed according to action, and that is what makes it often and precisely attractive to the public, leaders, and managers. In this context, past experiences have demonstrated that improving the performance of the organization, its divisions, and its unity is the product of that thinking. The problem of the research is represented by the lack of managers of banking institutions to employ what they possess. From the culture of strategic thinking, its principles and elements, and its importance in supporting decision-making processes, this is what made many of these banks lose many opportunities to advance their reality. Therefore., the. Research. Problem. crystallizes in knowing the level of. Strategic. thinking in banking institutions and its impact on their distinguished performance, and the current research attempts to answer The following main questions:

- 1- What is the relationship of strategic thinking to outstanding performance in the banking institutions in the research sample?
- 2- What is the extent of applying strategic thinking in the banking institutions in the research sample?
- 3- What are the dimensions of strategic thinking most applied in the banking institutions in the research sample?
- 4- What is the impact of the dimensions of strategic thinking affecting the outstanding performance in the banking institutions in the research sample?

Second:; The importance of research

The importance of the current research stems from the fact that:

- 1- It will combine research on different topics (strategic thinking and outstanding performance), and will diagnose the interaction of their variables, in a way that contributes to deriving new concepts and data about their topics.
- 2- Research is a tool that provides a clear picture

of organizations regarding their goals and objectives, and their directions for employing their core competencies in a strategic manner.

3- Its focus on a vital sector such as the banking sector, which plays its role in raising the economic and social level of the various sectors of society.

Third: Research objectives

This research seeks to achieve the following objectives:

- 1- Identify some dimensions of strategic thinking among management in the banking establishments sample of the research.
- 2- Identify the reality of outstanding performance in the banking institutions that are the research sample.
- 3- Knowing the relationship of strategic thinking to the level of outstanding performance in the banking institutions in the research sample.

Fourth: Research hypotheses

Based on what was discussed in the introduction and the research problem, the research hypotheses can be summarized according to the dependent and independent variables

In two basic hypotheses.

The first main hypothesis. , Ho1: (There is no statistically significant correlation at the 0.05 level of significance between the dimensions of strategic thinking in general and outstanding performance. The following hypotheses branch out from this hypothesis:

Sub-hypothesis (1): There is no statistically significant correlation between the foresight dimension and outstanding performance in the banks in the research sample.

Sub-hypothesis (2): There is no statistically significant correlation between thinking systems and outstanding performance in the banks in the research sample.

Sub-hypothesis (3): There is no statistically significant correlation between non-linear thinking and outstanding performance in the banks in the research sample.

Sub-hypothesis (4): There is no statistically significant correlation between thinking about time and outstanding performance in the banks in the research sample.

Sub-hypothesis (5): There is no statistically significant correlation between the dimension of participation and outstanding performance in the banks in the research sample.

The second main hypothesis , Ho2: There are no statistically significant differences at the level of significance of 0.05 between the averages of the responses of the two researchers on (the effect of strategic thinking on outstanding performance and variables attributed to personal traits)

And organizational (gender, educational qualification, age group, job position, years of work experience). in the banking establishments in the research sample.

#### Fifth: Means of data collection

In order to achieve the research objectives, the descriptive statistics approach was used, which is known as a method that deals with existing phenomena that are available for research (dimensions of strategic thinking and outstanding performance). In order to achieve this and reach the correct results, data and information were collected, as follows.

1- Theoretical framework tools: In order to enrich the theoretical aspect, we relied on the contributions of writers and researchers that were made

It was collected from sources represented by scientific references from books, journals, dissertations, and scientific research, in both Arabic languages

And foreign languages that are relevant to the subject of the research, in addition to using the services of the World Wide Information Network (the Internet).

Related to strategic thinking and outstanding performance.

2- Field framework tools: In covering the field aspect of the research, we relied on a number of

necessary methods in collecting data and information related to this aspect,

The following table shows the questionnaire items and the sources that were used in preparing it:

#### Sixth: Limits of research

1- Spatial boundaries: This research was applied in Al- Rafidain Bank, Al- Jisr Branch 103, which is a branch of the main Al- Rafidain Bank, and Al-Rashid Bank, Hillah/5, which is also a branch of the main Al-Rasheed Bank. These two banks, Al-Rafidain Bank, Al- Jisr Branch 103, and Al-Rasheed Hillah/5, are located in Babil Governorate.

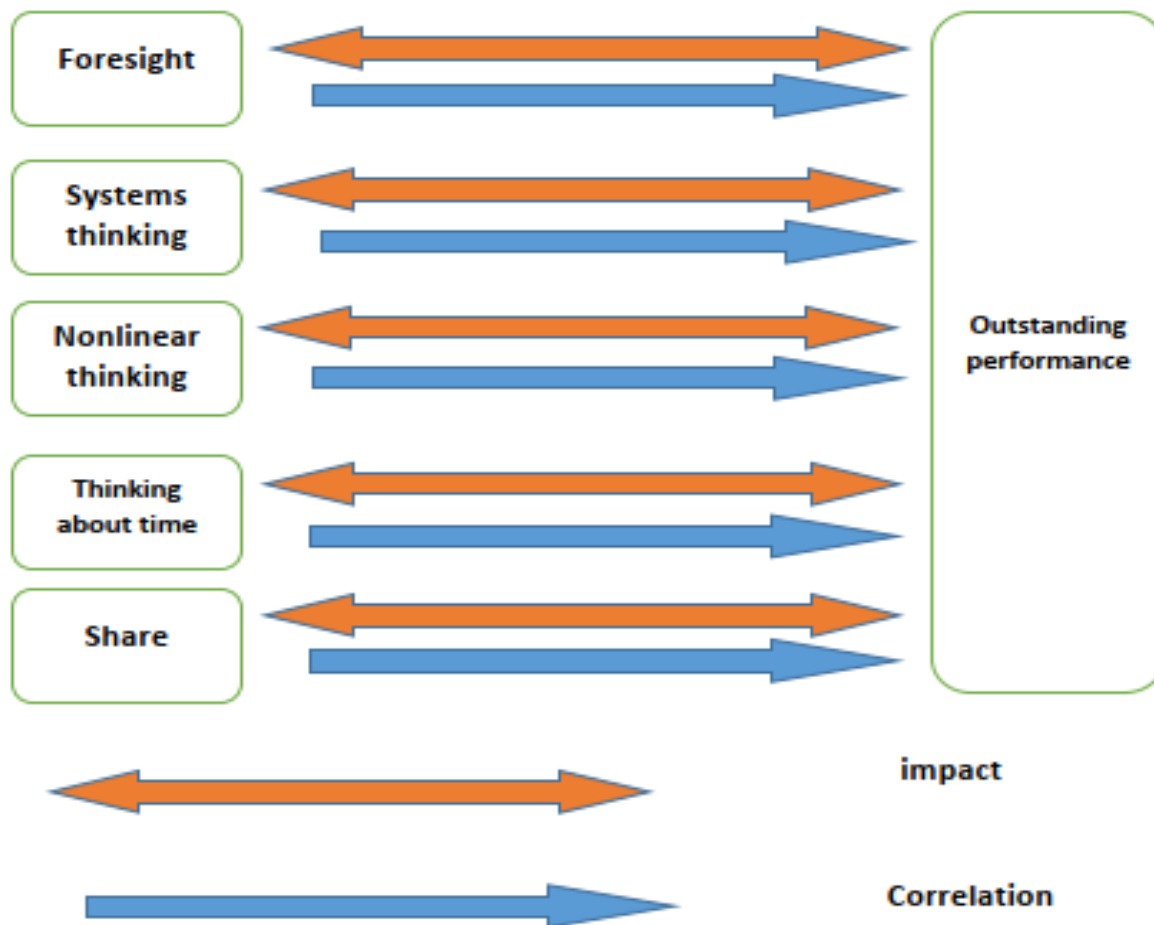
2- Time limits: The time limits of the research are the period during which the researcher conducted the research, which begins with the visit to diagnose and inspect the research problem, distribute and retrieve the questionnaire, interview managers, department heads, and division officials , and discuss their opinions on the research variables that dealt with the role of strategic thinking in achieving outstanding performance in Al- Rafidain Bank. Al- Jisr Branch 103 and Al-Rashid Hilla /5 from 11/1/2021 to 3/28/2022.

#### Seventh: Research sample

The research sample includes a group of managers, department heads, and divisional officials at Al- Rafidain Bank, Al- Jisr Branch 103, and Al-Rashid Hillah/5, to be the research sample. 35 questionnaire forms were distributed, of which (30) valid forms were analysed, and (5) unsuitable forms were excluded for analysis after answering the questions. The questionnaire to test the research hypotheses as well as other information from a personal interview in banks.

#### Eighth: The default search plan

Achieving the goals requires building a hypothetical plan based on the composition of its basic variables, examining the impact of the dimensions of strategic thinking on outstanding performance.



FigureNo. (1): The default search scheme

**The Second.Topic**

**Theoretical Framework**

**First: Strategic.Thinking**

1-1 The.concept of strategic.thinking

Researchers and academics have begun to realize the importance of strategic thinking. There have been many definitions provided by writers and researchers who have paid attention to this type of thinking, and the views of researchers and experts on strategic thinking have varied. This variation is due to the relative modernity in studying its dimensions. The concepts of strategic thinking will be discussed

in a broader and more comprehensive manner.

We see (Al- Zahir , 2009: 19-20) as “an intellectual path that has its own itinerary that relieves the mind from the trouble of tangled thoughts, impurities, and perceptions that the mind does not need while thinking about a specific topic that has specific goals

1-2 The importance of strategic thinking

Strategic thinking remains one of the important challenges facing senior management in any organization. Rather, the matter extends to include all levels of the organization. In order for the organization to enjoy power, past



experiences have demonstrated that developing the strategies of the organization's departments and units is the result of that thinking. Perhaps the benefits of strategic thinking are embodied in it being a tool. It enhances competence and excellence in performance, as senior management can determine the preparations through which success can be achieved, perhaps including preparations for maintaining the quality of manufacturing, effective costs, and using a distribution method that enables the organization to achieve superiority over its competitors (Al- Douri and Saleh, 2009:27).

### 1-3 Objectives of strategic thinking

Strategic thinking is essentially a richer or more creative way of thinking and dealing with issues and opportunities

The main issues facing the organization in which you work. Because strategic thinking includes in "one phrase the most successful strategy your company can formulate and implement." Al-Douri and Saleh, 2009: 30-

### 1-4 Characteristics of strategic thinking

Harrison & Cargn , 2009:17), 2001:19, ( torset ) identified a set of characteristics of strategic thinking.

The researcher believes that the characteristics of strategic thinking are largely related to the systematic reading of what happened in the past and its relationship to the requirements of the present in an effort to generate perceptions and ideas based on practical analysis to investigate future options, desires and Ambitions that should be considered goals that should be achieved in light of the available capabilities and capabilities expected to be obtained in the future. Far away.

### 1-5 Dimensions of strategic thinking

#### 1- Foresight

It is the ability to see phenomena through confusion, to discover developments before they turn into trends, to recognize patterns before they fully emerge, and to understand the features that are likely to shape the direction of future events and express the leader's ability to

think about the picture of the future (Costanzo & MacKay, 2008:2).

Vision constitutes a state of prediction to form a certain picture of future circumstances or events related to a specific context or context. This process goes beyond the mere process of looking beyond events to include understanding and perception as well. Vision has been described in multiple ways as "the art of seeing unseen things" (Al- Ghalibi and Idris). (2008:208) (intangible) as it was considered a form of leadership and one of the great tasks carried out by senior leaders in the organization. The vision does not mean merely a vision or imagination related to a period or future situations, but rather it is a tool and ability based on...

### 2- Systems thinking

The emergence of the term systems thinking dates back to the middle of the twentieth century, when the systems model was associated with operations research, systems analysis, and system engineering. The success achieved by systems thinking in this field led to its transfer to the social systems environment ( Banathy , 2005: 158-159). Systems thinking focuses on the element Automated analysis that aims to understand the entity by analyzing it, interpreting the behavior of all its parts, and compiling these explanations as a comprehensive explanation.

### 3- Non-linear thinking

There is a large consensus that traditional strategy formulation is ineffective in a turbulent environment

Strategy begins to become obsolete quickly in volatile markets, and may make competitors inappropriate by rewriting the rules of the game. These problems occur because traditional strategy is built on a foundation, while linear thinking includes cause and effect or sequential relationships. Non-linear thinking is characterized by surprise and uncertainty. Knowledge, intelligence, and talent Innovation, excellence, quality, ethics, and corporate values are all non-linear concepts that cannot be managed using linear thinking. To manage

complex operations based on these concepts, we need non-linear thinking.

#### 4- Thinking about time

Strategic thinkers link the past to the present with the future (White, 2004, 47). Both (Hamel & Prahalad ) have discussed and agreed that strategy is not led from the future only, but through the gap between current reality, and therefore the future intent is decisive, as the strategic intent indicates. As the size of the organization expands, therefore the current capabilities and resources are insufficient, which will motivate the organization to be more innovative and benefit to the greatest extent from limited resources. Thus, the past is connected to the present and linked to the future, so strategic thinking is always thinking.

over time, so there is a need for both a sense of continuity of the past and a sense of future direction, to maintain a sense of control amid change ( Lawrence , 1999: 7-8).

#### Second: Outstanding performance

##### 2-1 The concept of outstanding performance .

Excellence is a comprehensive concept that refers to the basic goal of management in contemporary organizations on the one hand, and symbolizes its main characteristic

Which must be characterized on the other hand. The concept of excellence has been used to express performance, and it has great resonance in...

Quality and comprehensive quality reports, and thus outstanding performance can be defined as follows.

While ( Faraj , 2009:1) defined outstanding performance as "a set of behaviors, abilities, and high intellectual and cognitive skills possessed by individuals working in organizations so that they have the ability to employ those skills, knowledge, and behavior in the field of

Their work and specialization enable them to accomplish work and present ideas and products characterized by modernity and quality that exceed the limits of organizational standards and

surpass what others offer in terms of quality, originality, and creativity.

##### 2-2 The importance of outstanding performance

To know the importance of any work, we usually resort to measuring the level of its performance and the extent to which it achieves its planned achievements. The standards of outstanding performance - as is known - differ from one group to another and from one organization to another because these different standards are linked to the customs and traditions that exist in every society [2] and to the surrounding environmental conditions. In each organization and at the technological level, it explores the importance of performance evaluation through the great importance of performance standards and standards (Hussein, 2012: 36), (Youssef, 2007: 68)

##### 2-3 Objectives of evaluating outstanding performance

The objectives of evaluating outstanding performance are numerous and complex within each section of the establishment or in each cell of the social and economic organization, and they can be summarized in several main points: (Al-Otaibi,, (2003: 12 ) ( Mukhaimar , et al., 2000: 18).

1- It is useful when making any decision at the production process level, and knowing whether the workers' performance is at the level

What is required or less?

2-The extent to which the objectives of the facility or organization are achieved, through employees' representation of those objectives, through levels

Their performance.

3- It helps to develop proposals for negligent employees, such as subjecting them to training courses.

4- Rewarding hardworking workers by distributing bonuses, promoting them, and increasing their salaries and incentives.

##### 2-4 Indicators for measuring outstanding performance

The researcher believes that the study and measurement of performance faces many challenges, represented by the variation in the concept and indicators of its measurement based on the variation in the objectives and nature of organizations and the variation in the objectives of the entities associated with them, which requires determining the type of appropriate measurements that can be used in measuring performance, determining their importance, the sources of information adopted in measurement, and how to integrate different measurements to provide a true picture of the organization. Therefore, researchers differ in their definition of performance measurement indicators.

### The third topic

#### Practical framework

In this study, descriptive statistical analysis of the research variables is carried out through statistical tools such as the arithmetic mean

The standard deviation, regression, correlation and effect relationships for the independent and dependent research variables and the test

Hypotheses. Through the following paragraphs:

First: descriptive statistics for the sample

The research sample included a number of managers, department heads, and divisional officials at Al- Rafidain Bank, Al- Jisr Branch 103

Al-Rasheed Hillah/5 and Table (2) shows the characteristics of the research sample from the analysis of the questionnaire items.

#### 1-Gender

It is clear from Table (2) that the first characteristic, which is gender, is that the number of males reached (14), at a rate of 46%, while it was

The number of females reached (16), representing 53%, and this means an increase in the number of females in the sample.

#### 2- Academic qualification.

It is clear from Table (2) that the second characteristic, which is the academic

qualification, is distributed into categories as follows: the first category

: (Diploma or less) The number of individuals in the sample was (11), at a rate of 36%, and the second category: (Bachelor's degree) The number of individuals was

The sample included (17), at a rate of 56%, and the third category: (Master's). The number of individuals in the sample was (2), at a rate of 6%, and the category

Fourth: (PhD) (none). The second category (Bachelor's) is the highest percentage, which reached (56%). Therefore, the more

The job qualification has increased, and the level of awareness of strategic thinking for the distinguished banking performance increases.

#### 3- Age group.

It is clear from Table (2) that the third characteristic, which is the age group, was distributed among the categories as follows: the first category

: Less than (30) years, and the number of individuals in the sample was (4), at a rate of 13%. The second category: (31-40) years, and the number was

The individuals in the sample were (14), at a rate of 46%, and the third category: (41-50) years, and the number of individuals in the sample was (5), at a rate of

16%, and the fourth category: (51 years and over) and the number of individuals in the sample was (7), at a rate of 23%, and it is considered the fourth category.

(60-51) years is the highest percentage, which reached 23%).

#### 4- Years of practical experience:

It is clear from Table (2) that the fifth characteristic, which is years of practical experience, was distributed among the categories as follows

The first category: (1-5) years, and the number of individuals sampled was (5), at a rate of 16%. The second category: (6-10) years, and the



number was

The individuals in the sample were (8), at a rate of 26%, and the third category: (11-15) years, and the number of individuals in the sample was ((7), at a rate of

23%, and the fourth category (16 years and over)

and the number of individuals in the sample was (10), at a rate of 33%, and the fourth category is considered

(16 years and over) is the largest percentage, which amounted to 33%.

**Table (2) Description of sample characteristics**

T	Property	Indicators	the number	percentage
1	Sex	Males	14	46 %
		Females	16	53 %
	the total		30	99 %
2	Qualification	Diploma or less	11	36 %
		Bachelor's	17	56 %
		Master's	2	6 %
		Ph.D	-	-
	the total		30	98 %
3	Age group	Less than30	4	13 %
		40-31	14	46 %
		50-41	5	16 %
		51 or more -	7	23 %
	the total		30	98 %
4	Years of practical experience	1-5 years	5	%16
		10-6	8	26 %
		15-11	7	23 %

		16 or more -	10	33 %
	the total		30	98 %

**Source; Prepared by the researcher**

Second: Description and diagnosis of the research variables

This research deals with presenting the data revealed by the questionnaire and analyzing the sample's responses with regard to (the dimensions of strategic thinking and outstanding performance), where tables were prepared for the research variables and approved for the purposes of the statistical analysis process to obtain the weighted arithmetic means, standard deviations, and the highest value and lowest value to know the severity of the. Response. achieved from The point of view of the sample members, and the hypothetical arithmetic mean of.(3) was adopted as the average tool for measuring and evaluating the degree related to the responses of the sample members. Note that the hypothetical arithmetic. mean of (3) is the result of summing the ratios from the five-rank scale of (15) divided by the number of ranks of (5).

1- Describe and analyze the opinions of the research sample regarding the independent variable (strategic thinking): (X).

In this paragraph, the opinions of the research sample on the dimensions of strategic thinking will be described and analyzed as follows:

A- Analysis of the sample's opinions related to foresight.

It is clear from Table (3) that the weighted arithmetic mean for the foresight dimension reached (253.4) with a standard deviation of 761.0. It was found that the weighted arithmetic mean is greater than the hypothesized arithmetic mean of (3), and this indicates that there is a clear interest in the foresight dimension by Members of the research sample because it is one of the dimensions of the task in Strategic thinking in achieving outstanding performance in the bank. It reached the highest

value of the average in paragraph Strategies in the long term. The highest value for the weighted average X1 was (000.5) and the lowest value for the weighted average

In paragraph

The weighted

Multiple scenarios to be able to face future possibilities, and the rest of the paragraphs ranged between these two levels above.

B- Analyzing the sample's opinions related to systemic thinking.

It is clear from Table (4) that the weighted arithmetic mean for the systemic thinking dimension reached (079.4) with a standard deviation of (860.0). It was found that the weighted arithmetic mean is greater than the hypothesized arithmetic mean of (3), and this indicates

There is a clear interest in the systemic thinking dimension by members of the research sample because it is one of the dimensions of the task in strategic thinking in achieving outstanding performance in the bank. The highest value of the average of the sample's opinions related to this dimension was reached in paragraph X6 and paragraph X8 by (266.4), and each of them ranked first. This means that there is consensus in the bank's view of the paragraphs of this dimension, which is the comprehensive view of how change occurs in the surrounding environment, and taking into account how the bank's various departments influence the way in which goals are achieved and competition is encouraged. The highest value of the weighted average in paragraph X6 and paragraph X8 was (000.5), and the lowest value of the weighted average in paragraph The highest value of the weighted average reached the organization

C- Analyzing the sample's opinions related to thinking about time.

It is clear from Table (6) that the weighted arithmetic mean for the dimension of thinking about time reached (624.3), with a standard deviation of (000.1). It was found that the weighted arithmetic mean is greater than the hypothesized arithmetic mean of (3), and this indicates

There is a clear interest in the dimension of thinking about time by members of the research sample in the bank and by managers because of

the fact that..

The dimensions of the task in strategic thinking in achieving outstanding performance in the bank. The highest value of the average for the sample's opinions related to this dimension in paragraph Towards the future of the bank, the highest value of the weighted average was (000.5) and the lowest value of the weighted average was (000.1), while the lowest value of the average of the sample's opinions related to this dimension in Paragraph I believe that the best knowledge of the past does not help us look toward the future.

**Table (6): Analysis of the sample's opinions on the dimension of thinking about time**

Ranking	Lowest value	highest value	standard deviation	Arithmetic mean	Paragraphs	code
1	000 . 2	000 . 5	028 . 1	100 . 4	<b>Taking into account past events when determining the vision for the bank's future</b>	X17
4	000 . 2	000 . 4	764 . 0	966 . 2	<b>I believe that the best knowledge of the past .does not help us look toward the future</b>	X18
2	000 . 2	000 . 5	959 . 0	900 . 3	<b>Consider how different bank departments influence the way objectives are .accomplished</b>	X19

3	000 . 1	000 . 5	252 . 1	533 . 3	<b>Determine the variables that will affect .employees' activities in the future</b>	X 20
			000 . 1	624 . 3	General average	

**Source: Prepared by the researcher according to computer results using the program 16. Spss**

E- Analyzing the sample's opinions regarding participation.

It is clear from Table (7) that the weighted arithmetic mean for the participation dimension reached (455.3) with a standard deviation of (022.1). It was found that the weighted arithmetic mean is greater than the hypothesized arithmetic mean of (3), and this indicates that there is a clear interest in the participation dimension on the part of individuals. The bank's research sample was conducted by managers because it is one of the dimensions of the task in strategic thinking in achieving outstanding performance in the bank.

The highest value of the average for the sample's opinions related to this dimension in paragraph The development of work mechanisms and the needs of beneficiaries are factors that affect the participation process. The highest value of the weighted average reached (000.5) and the lowest value of the weighted average (000.1), while the lowest value of the average for the sample's opinions related to this dimension in Paragraph Fifth in the sample's opinions. This indicates the bank's managers' lack of interest in believing that participation is a method that makes the bank lose its superiority compared to other banks.

**Table (7) Analysis of the sample's opinions on the participation dimension**

Ranking	Lowest value	highest value	standard deviation	Arithmetic mean	Paragraphs	code
5	000 . 1	000 . 5	252 . 1	133 . 3	<b>I believe that participation is a method that makes the bank lose its superiority compared to other banks</b>	X21

3	000 . 2	000 . 5	006 . 1	433 . 3	<b>I feel that the difficulty of managing the relationship with partners reduces the imposition of alliances between banks and other banks</b>	X22
4	000 . 1	000 . 5	095 . 1	200 . 3	<b>Participation has become a strategic option to raise the bank's competitiveness</b>	X23
2	000 . 2	000 . 5	935 . 0	566 . 3	<b>The legal environment is an obstacle to participation processes</b>	X24
2	000 . 2	000 . 5	971 . 0	566 . 3	<b>The bank works to enhance its capabilities in terms of risk management through participation</b>	X25
1	000 . 2	000 . 5	874 . 0	833 . 3	<b>I believe that the development of work mechanisms and the needs of beneficiaries are factors that affect the participation process</b>	X26
			022 . 1	455 . 3	General average	

**Source: Prepared by the researcher according to computer results using the program 16. Spss**

2- Describe and analyze the opinions of the research sample regarding the adopted variable (outstanding performance): (Y).

It is clear from Table (8) that the weighted arithmetic mean for outstanding performance reached (983.3) with a standard deviation of (975.0). It was found that the weighted arithmetic mean is greater than the hypothesized arithmetic mean of (3), and this

indicates that there is a clear interest in outstanding performance on the part of individuals. The bank's research sample was conducted by managers because it is an important matter in banks that are concerned with achieving outstanding performance. The highest average value for the sample's opinions related to outstanding performance in Paragraph Y2 reached (266.4) and it ranked first in the sample's opinions. This indicates that the



bank's managers They care that senior management accomplishes job tasks in accordance with quality standards. The highest value of the weighted average was (000.5) and the lowest value of the weighted average was (000.1), while the lowest value of the average for the sample's opinions related to outstanding

performance in Paragraph Y7 was (600.3), and it ranked ninth in opinions. Sample This indicates the bank managers' lack of interest in the fact that there is an effective system for evaluating outstanding performance, and outstanding performance is evaluated periodically and effectively.

**Table (8): Analysis of the sample's opinions about outstanding performance**

Ranking	Lowest value	highest value	standard deviation	Arithmetic mean	Paragraphs	code
3	000 . 1	000 . 5	956 . 0	100 . 4	<b>get up administration The bank By performing Business With efficiency And effectiveness required.</b>	Y1
1	000 . 2	000 . 5	784 . 0	266 . 4	<b>Accomplished Administration Supreme mission Functional According to For standards the quality</b>	Y2
6	000 . 2	000 . 5	889 . 0	966 . 3	<b>Available I have Administration At the bank Readiness And get ready And desire To work outside times Always the official from Okay Speed completion Business required who are they</b>	Y3
5	000 . 2	000 . 5	946 . 0	000 . 4	<b>Enjoy Administration With the bank capacity on Solution problems the job</b>	Y4
4	000 . 2	000 . 5	988 . 0	033 . 4	<b>to improve administration The bank Ability on Act in Attitudes Critical</b>	Y5

4	000 . 3	000 . 5	808 . 0	033 . 4	<b>Available I have administration Bank standby Enough To endure the responsibility</b>	Y6
9	000 . 1	000 . 5	275 . 1	600 . 3	<b>there System effective to evaluate The outstanding performance And it is done evaluation performance the in a Outstanding way Cyclic And effective</b>	Y7
8	000 . 1	000 . 5	207 . 1	700 . 3	<b>get up Administration Developed Their performance And their skills In a way continuous</b>	Y8
7	000 . 1	000 . 5	112 . 1	933 . 3	<b>Enjoy Administration Subtly communication The good with others</b>	Y9
2	000 . 2	000 . 5	886 . 0	200 . 4	<b>Adhere Administration With rules And procedures the job</b>	Y10
			975 . 0	983 . 3	<b>General average</b>	

**Source: Prepared by the researcher according to computer results using the program 16. Spss**

The fourth section

**Conclusions and recommendations**

First: conclusions .

This section deals with a presentation of the most important conclusions reached by the research on the theoretical side and what emerged from the results of the statistical analysis that were discussed in the applied side of the research.

1- The research presented a scientific and applied framework for the research variables represented by the independent variable, the dimensions of strategic thinking, and the dependent variable, outstanding performance,

and what is the level of relationship and influence between these variables.

2- It has become clear that strategic thinking today constitutes a strategic necessity and not an option among a group of strategic options facing the organization in the foresight dimension, which confirms that the bank’s management has sufficient readiness to bear responsibility. The highest value has been reached for the foresight variable in extrapolating the future towards developing strategies in In the long term, this indicates a strong correlation between the first independent variable and the dependent variable.

3- The complementary view of strategic thinking

through the two approaches (scientific and creative) makes it fundamentally supportive in developing the mental and creative capabilities of senior management in government banks in the long term, as it is a creative process that depends on.. .

4- Non-linear thinking contributes to stimulating the decision-maker's awareness of anticipating discontinuity and sudden changes, which is directly reflected in activating thinking about more than one possibility for the future, as non-linear thinking contributes directly to creating.

### **Second: Recommendations.**

Through the conclusions reached by the research, a set of recommendations were formulated that government banks can

Taking them into account in developing the right strategies to achieve outstanding performance.

1- The necessity of focusing on the dimensions and variables of strategic thinking and taking advantage of their role in exploiting

Resources towards developing an effective strategic plan to define the long-term features of banking work in achieving

Outstanding performance in its field of work, being able to compete and serve beneficiaries, and adhering to the requirements contained in the Banking Law and the Central Bank of Iraq Law.

2- Seeking to enhance and raise the level of management skills and expertise in the two banks by establishing strong twinning arrangements with...

Reputable foreign banks in order to enhance their capabilities and develop more practices and services

The most effective and modern banking system while meeting the need for focused training inside and outside work.

3- Ensuring the existence of a comprehensive system for measuring outstanding performance against goals through the use of a clearly defined set of data and management reports and through an individual performance management system.

4- Taking advantage of the correlation and influence between variables to build a complete, advanced and flexible system for strategic thinking

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