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## THE IMPACT OF STRATEGIC THINKING AND ITS ROLE IN ACHIEVING OUTSTANDING PERFORMANCE

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### ABSTRACT

This research aims to identify the extent to which banking facilities employ strategic thinking and the factors that contribute to their exceptional performance. The five dimensions of strategic thinking perspective, systemic, nonlinear, time, and participation are essential for any organization's survival, improvement, and expansion. Research is vital since it will help produce new ideas and facts by combining the study of several subjects (such as exceptional performance and strategic thinking) and diagnosing the interaction of variables. The hypothesis was based on the main points: Research was conducted in a Bank of Good Hilla Branch, 5 and Mesopotamia Branch of the Bridge using a questionnaire. The results were analyzed using a statistical program (SPSS), which used frequencies, percentages, averages, and tests. There was no statistically significant correlation at the 0.05 level between strategic Aavadalvtkir in general and the outstanding performance relationship. The study included 35 officials. Using the Spearman correlation coefficient, the research came to the following important conclusions: strategic thinking is now an organizational necessity, not a choice among a set of options for the organization's future. This proves that the bank's management is willing to take responsibility to a high enough level to use the Prospective variable to extrapolate the long-term direction of development strategies. It also shows a strong correlation between the independent and dependent variables. Cosmetics brand Determines the characteristics of the banking business in the long run, achieve outstanding performance in the field of work, and compete and serve beneficiaries while adhering to the requirements plan contained in the Banking Act and the laws of the Iraqi Central Bank. The most important



recommendation is to focus on the dimensions and variables of strategic thinking and take advantage of its role in exploiting resources.

## KEYWORDS

Strategic Thinking, banking facilities, performance.

## INTRODUCTION

Organizational success hinges on the capacity to swiftly adjust to shifting external demands, according to theories of strategy as learning and evolutionary adaptation. By developing a winning strategy based on strengths and weaknesses, strategic thinking allows for a quicker response by formulating better judgments that can be gained from the investigation and the appropriate application of the stated initiatives of senior managers in big organizations.

Analytical in nature, strategic planning seeks to program previously established initiatives. The end product is the plan for the future. However, strategic thinking yields an integrated vision for managing the company through a synthesis process grounded in intuition. The five components of strategic thinking are:

- Intent-based thinking.
- Thinking in the present.
- Considering potential additional scope based on hypothesis.

- Intelligence that does not take advantage of opportunities.

A person's ability to think strategically is defined by the presence of these components. Instead of just another planning procedure, they say it's more of a mindset. Unlike corporate ideology or organizational identity, which are more fixed, strategic thinking is a collection of ideas and regulations managers have developed to direct their day-to-day work. It includes principles, policies, rules, and executive approaches.

To be a strategic thinker, you need to be able to think outside the box and come up with ideas that your competitors will have a hard time replicating. Strategic thinking is about creating unique ideas that set your organization apart, making you more innovative and competitive. In a democratic setting, where the greatest number of people can participate and have the greatest degree of structured freedom to express their views, the most recent management theories emerged.



Making the future is an essential and inevitable human industry; as (Owen Pipeck) puts it, "He who is unable to predict the future is not worthy of living in it." Therefore, strategic thinking is a crucial modern method for managing organizations. Its exceptional performance is among the most essential elements in the organization's success, both internally and outside. As the world moves towards a knowledge economy that depends heavily on different modern technological techniques, humans' growing use of modern technology tools has dramatically improved the performance of various production projects. This is particularly true of new information and communication technologies. From what we can see, strategic thinking is a way of thinking that managers in organizations like. They can improve the organization's performance by using the available information to create plans, policies, and strategies and be ready to face emergencies in advance. Sections one, "Research Methodology," section two, "Theoretical Framework," section three, "Practical Framework," and section four, "Conclusions and Recommendations," made up the research framework.

## The First Research

### Research Methodology

#### First: The Research Problem

Strategic thinking helps organizations produce more effective decisions and actions that create public value,

in addition to implementing the organization's vision and the appropriateness of the institutional mandate. Moreover, it satisfies the main stakeholders. Mintzberg et al. noted that effective strategy-making links action to thinking, which in turn "links implementation to formula" (Mintzberg et al., 1998: 71). Strategic thinking is repetitive, flexible, and action-oriented, which often makes it attractive to the public, leaders, and managers. In this context, past experiences have proven that developing the performance of an organization, its departments, and its units is the product of that thinking. The research problem is represented by the lack of managers of banking institutions who can employ what they possess, a culture of strategic thinking, its principles and elements, and its importance in supporting decision-making processes. This has caused many banks to miss opportunities to improve their reality. Instead, it was a reason for "the low level of performance and the low level of their effectiveness and their absence from the developments and changes in the banking work environment." These challenges prompted the management of the banks in the research sample to think about developing a strategic plan to improve their reality and keep pace with the development in the banking environment. This embodied the central aspect of the current research problem. Therefore, the research problem crystallizes in knowing the level of strategic thinking in banking institutions and its impact on their performance. The



distinguished and current research attempts to answer the following main questions:

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

Second: The importance of the research.

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

- 1—It will combine research on different topics (strategic thinking and distinguished performance) and diagnose the interaction of their variables in a way that contributes to deducing new concepts and data about their topics.
- 2- The research is a tool that provides a clear picture of organizations related to their goals and objectives and their orientations to employ their core competencies in a strategic manner

- 3- Its focus is on a vital sector, such as the banking sector, which raises the economic and social levels of various sectors of society.
- 4- The current research is a field attempt to reveal the levels of strategic thinking, determine the mechanisms of its harmony with financial decision-making, and the impact it achieves on the strength of those decisions.
- 5- An attempt to provide a supportive tool for general decision-making processes, particularly financial decisions.

Third: Research objectives

This research seeks to achieve the following objectives:

- 1- Identify some dimensions of strategic thinking in management in banking institutions, the research sample.
- 2- Identify the reality of distinguished performance in banking institutions and the research sample.
- 3- Understand the relationship between strategic thinking and the level of distinguished performance in banking institutions, the research sample.
- 4- Provide recommendations and results from the scientific study that can enhance the level of strategic thinking among senior management managers, which is positively reflected in the distinguished performance in banking institutions, 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 primary hypotheses.

The first primary hypothesis is Ho1: (There is no statistically significant correlation at a significance level of 0.05 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 of the research sample.

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

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

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

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

The second primary hypothesis Ho2: There are no statistically significant differences at a significance level of 0.05 between the averages of the responses of the two researchers about (the effect of strategic thinking on outstanding performance and variables Attributed to personal and organizational characteristics (gender, academic qualification, age group, job position, years of practical experience) in the banking institutions of the research sample.

Fifth: Data collection methods.

The descriptive statistical approach was used to achieve the research objectives, which is known as a method that addresses existing and available phenomena for research (dimensions of strategic thinking and outstanding performance). Data and information were collected as follows to achieve this and reach the correct results.

1- Theoretical framework tools played a crucial role in enriching the theoretical aspect of our research. We relied on the contributions of writers and researchers, collected from a variety of sources such as scientific references from books, magazines, theses, and scientific research in both Arabic and foreign languages. These sources, related to the research



topic, were complemented by the wealth of information available on the World Wide Web (Internet) related to strategic thinking and outstanding performance.

2- In covering the field aspect of the research, we relied on a number of necessary means in collecting data and information. These means included:

A- Personal Interview: A number of personal interviews were conducted with individuals in the research sample, the banks under study, to clarify the paragraphs of the questionnaire to ensure.

B- Questionnaire form: The questionnaire is the main source for obtaining the required data and information. It was designed to cover all research variables, and simplicity and clarity were taken into account in its formulation.

The following table shows the paragraphs of the questionnaire and the sources that were adopted in its preparation:

Table (1) Sources adopted in developing the questionnaire form

Source: Prepared by the researcher

Sixth: Research limits.

1- Spatial limits: This research was applied in Rafidain Bank, Al-Jisr 103 branch, a branch of the central Rafidain Bank, and Rashid Bank, Hilla /5, also a branch

of the central Rafidain Bank. These two banks, Al-Jisr 103 branch and Al-Rashid Hilla /5, are located in Babil Governorate.

2- Temporal limits: The time limits of the research are the period during which the researcher conducted the study, which begins with the visit to diagnose and examine 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 distinguished performance in Rafidain Bank, Al-Jisr 103 branch and Al-Rashid Hilla /5 from 11/1/2021 to 3/28/2022.

Seventh: The Significance of the research Sample.

The research sample includes a group of managers, department heads, and divisional officials in Rafidain Bank, Al-Jisr Branch 103, and Al-Rasheed Hilla/5 to be the research sample, and 35 questionnaires were distributed, of which (30) valid questionnaires were analyzed, and (5) of them were excluded as invalid for analysis after answering the questionnaire to test the research hypotheses in addition to other information from a personal interview in the banks.

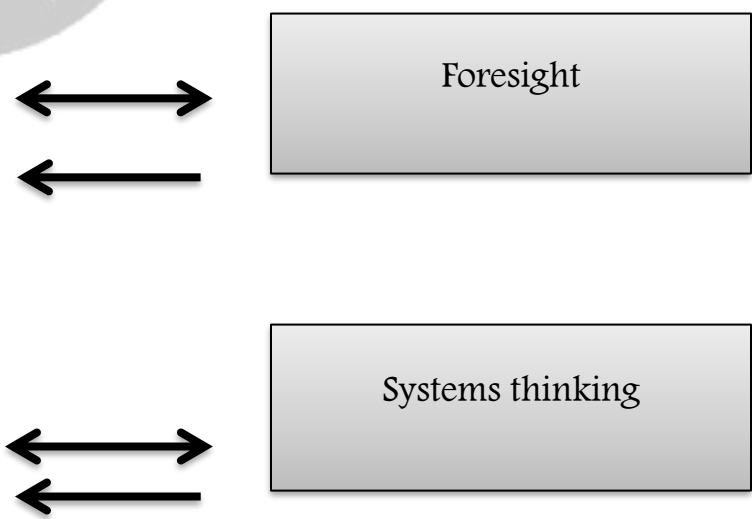
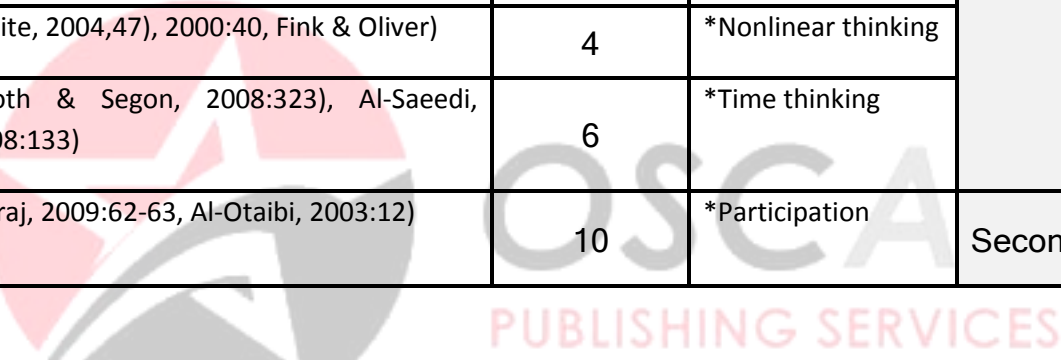
Eighth: The Value of the Hypothetical Research Plan.

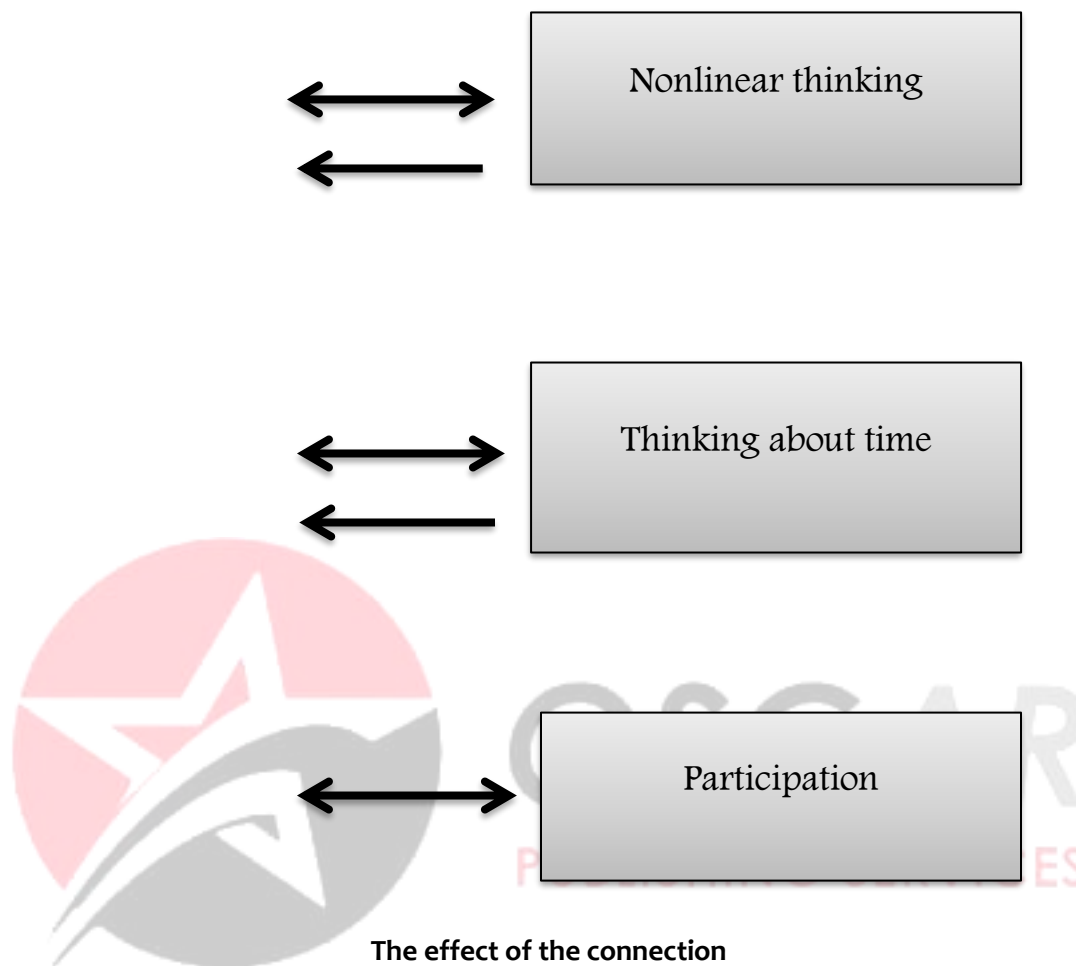
Achieving the objectives requires building a hypothetical plan that depends on the composition of its essential variables to examine the effect of the



dimensions of strategic thinking on outstanding performance. Strategic thinking.

Source:	Number of paragraphs	Variables	N.
Costanzo & MacKay, 2008:2), Al-Ghalbi & Idris, 2008:208)	5	Independent variable Strategic thinking	First
Banathy, 2005:158-159), (Maccoby, 2001:2	5	*Foresight	
Mason, 2007:15,	6	*Systems thinking	
White, 2004,47), 2000:40, Fink & Oliver)	4	*Nonlinear thinking	
Booth & Segon, 2008:323), Al-Saeedi, 2008:133)	6	*Time thinking	
(Faraj, 2009:62-63, Al-Otaibi, 2003:12)	10	*Participation	Second





The effect of the connection

Figure (1) The hypothetical research plan

Second section

Theoretical framework

First: Strategic thinking.

1-1 The concept of strategic thinking

The importance of strategic thinking has been increasingly recognized by researchers and academics. The definitions put forth by these scholars, who have

shown a growing interest in this type of thinking, have been diverse. This diversity in views is a reflection of the evolving nature of the study of strategic thinking. In this article, we aim to provide a comprehensive understanding of the various dimensions of strategic thinking.

(Tavakoli & Lawton, 2005: 159) It defines strategic thinking as "a cognitive process that can and must precede strategic decisions and actions, whether it occurs during planning or the emergence process.





Strategic thinking occurs when a person contemplates the future of the organization, taking into account its environment and efficiency variables. The efficiency of widespread and integrated strategic thinking can create a basic efficiency that will improve and maintain competitive advantage." While (Al-Mubarak, 2:2006) defined strategic thinking as "the method through which officials can direct the organization, starting from the transition from administrative operations and procedural activities and facing emergencies and crises, until forming a different vision for the changing internal factors and external factors capable of serving the required change in the surrounding environment, in a way that ensures the best possible use of the organization's capabilities based on a new perspective focused primarily on the future without neglecting the past."

We find that (Al-Ghalibi and Idris, 65:2007) defined strategic thinking as "an intellectual channel that broadcasts and receives images and ideas that are consistent with the desired goal, and does not capture images and ideas sent from another intellectual channel that exhausts and confuses the mind and hinders its speed and effectiveness, except for those related to the subject."

We see (Al-Zahir 20-19:2009) strategic thinking as "an intellectual path with its course that relieves the mind from the burden of tangled ideas, impurities and perceptions that the mind does not need while

thinking about a specific subject with specific goals." Thinking is only effective if it leads to the desired results with the least possible effort and in the shortest possible time. This is what strategic thinking aims for. We can plan for the future and then achieve acceptable results without resorting to the theories of great thinkers about how to plan, its methods, and forms if we adhere to thinking with a specific strategy that ensures we do not deviate from the appropriate intellectual path.

While (Al-Khafaji, 2010: 67) defined strategic thinking as "a method of analyzing situations facing the organization that are characterized by challenge and change, and dealing with them through visualization, windows and the strategic poster to ensure the organization's survival and its advancement of its social and ethical responsibilities, present and future."

From all of the above, we can establish an operational definition of strategic thinking as (a cognitive conceptual process for a set of ideas, principles, policies, rules, and executive approaches that were formed by thinking managers for their role in directing their daily work from a set of ideas and regulations that are more flexible than corporate ideology or organizational identity).

## 1-2The importance of strategic thinking.

Strategic thinking remains one of the critical challenges facing senior management in any organization, and it



extends to include all levels of the organization. For the organization to enjoy competence, past experiences have proven 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 that it is a tool that enhances competence and excellence in performance, as senior management can identify the preparations through which success can be achieved, perhaps including preparations to maintain the quality of manufacturing, effective costs, and using a distribution method that enables the organization to gain superiority over its competitors (Al-Douri and Saleh, 2009: 27). A new vision of strategic planning was presented by managers employing intuitive and creative strategic thinking, as they provide visions of rebuilding strategies. Since strategic planning is a significant ongoing activity, it encourages managers and even requires them to think strategically. It calls on them to focus on the external environment in the long term and think about it in stages and operationally in the short term. It also calls on managers to think about the strategic management process through its various elements, such as its establishment, application, and control. Within the concept that strategic thinking is nothing but determining long-term goals and objectives, adopting action paths, and allocating the necessary resources to achieve the organization's goals, it helps managers prepare for the future (Al-Khafaji, (2008: 220-221). The strategic thinking process

includes looking at phenomena dynamically in terms of movement-activity and the temporal development of events. Things exist whether they fall within our thinking, and we cannot anticipate all the possibilities and opportunities that will arise (Ghorbani & Kiani, 2012: 399). Therefore, viewing the thinking process differently from the physical processes is better. It is possible to move to one stage completely without completing the ideas in the previous stage. This is the best depiction of the thinking process, which turns out to be a cycle with no specific beginning or end. Thinking does not have a natural stopping point and only ends when there is a conclusion (Wells, 2012: 59).

Figure (1) The hypothetical research plan

## Second section

### Theoretical framework

#### First: Strategic thinking

1-1 The concept of strategic thinking.

Researchers and academics have begun to realize the importance of strategic thinking. The definitions provided by writers and researchers who have taken an interest in this type of thinking have varied, and the views of researchers and experts on strategic thinking have varied. This variation is due to the relative modernity of studying its dimensions. The concepts of strategic thinking will be addressed in a broader and more comprehensive manner.



(Tavakoli & Lawton, 2005: 159) defined strategic thinking as "a cognitive process that can and must precede strategic decisions and actions, whether it occurs during planning or the emergence process. Strategic thinking occurs when a person contemplates the future of the organization, taking into account its environment and efficiency variables. The efficiency of widespread and integrated strategic thinking can create a basic efficiency that will improve and maintain competitive advantage." While (Al-Mubarak, 2:2006) defined strategic thinking as "the method through which officials can direct the organization, starting from the transition from administrative operations and procedural activities and facing emergencies and crises, until forming a different vision for the changing internal factors and external factors capable of serving the required change in the surrounding environment, in a way that ensures the best possible use of the organization's capabilities based on a new perspective focused primarily on the future without neglecting the past."

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## 1-2 The importance of strategic thinking.

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nothing but determining long-term goals and objectives and adopting action paths and allocating the necessary resources to achieve the goals that the organization possesses, it helps managers prepare for the future (Al-Khafaji, (2008: 220-221). The process of strategic thinking includes looking at phenomena dynamically in terms of movement - activity and the temporal development of events. Things exist whether they fall within our thinking or not, and we cannot anticipate all the possibilities that will appear and the possibilities that will arise (Ghorbani & Kiani, 2012: 399). Therefore, it is better to view the thinking process differently from the physical processes. It is possible to move to one stage completely without completing the ideas in the previous stage. This is the best depiction of the thinking process, which turns out to be a cycle with no specific beginning or end. Thinking does not have a natural stopping point and it only ends when there is a conclusion (Wells, 2012: 59).

- Mechanical system: where the parts of this system interact to serve the system's goals, such as designing a car for transportation purposes.

2- Organic system: Similar to the human body, the parts of this system are genetically designed to interact with the system's goals. Each part functions as an independent system, much like an organization. The leader's role is to motivate these parts to serve the overall system's goals.

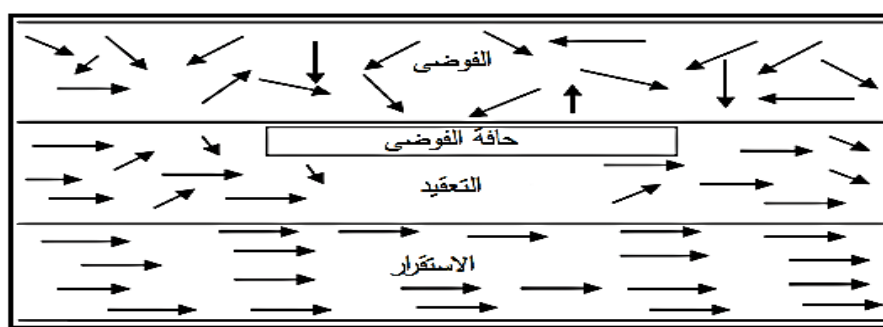


3- Social system: The human parts of the social system have their own goals. Therefore, leadership must motivate them to serve the system's purposes.

(Nonlinear thinking) 3- Nonlinear thinking

There is a broad consensus that traditional strategy formulation could be more effective in a turbulent environment, and traditional strategy formulation is rapidly becoming obsolete in volatile markets and may make competitors unsuitable 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. Nonlinear thinking is characterized by surprise and uncertainty. Knowledge, intelligence, talent, innovation, excellence, quality, ethics, and institutional values are all nonlinear concepts that cannot be

managed using linear thinking. To manage complex processes based on these concepts, we need nonlinear thinking. (Mason, 2007:15) This requires leaders to abandon organizational designs and methods based on the Newtonian concept of organization, which assumes that understanding each component leads to a complete explanation. Instead, they must embrace and accept the idea of nonlinear systems, where organizational environments have shifted from complexity to being complex. The old common sense was about how to deal with separate entities in a complex world. Still, it is now about managing a complex spiral of intertwined events and situations in the organizational environment (Glassman, 2005:4). Figure (2) shows the location of the nonlinear climate within organizational environments.



الشكل ( 8 ) البيئات التنظيمية

Source: Glassman A& Zell D& Duron S (2005) "Thinking Strategically In Turbulent Time" by M.E Sharpe, INC,P5.

- Thinking in time. Strategic thinkers link the past with the present and the future (White, 2004, 47). Hamel &

Prahalad have discussed and agreed that strategy is not driven by the future alone. Still, the gap between



the current reality and, therefore, the future intent is crucial, as the strategic intent indicates the expansion of the size of the organization, and accordingly, the current capabilities and resources are insufficient, which will motivate the organization to be more innovative and benefit to the maximum extent from limited resources. Thus, the past is connected to the present and the future, so strategic thinking is always thinking in time. So, there is a need for both a sense of continuity in the past and a sense of future direction to maintain control in the midst of change (Lawrence, 1999: 7-8). According to Liedtka (1998:34), scenario planning plays a vital role in thinking in time. This means imagining the organization's potential future that may apply to various issues. A large number of influential factors determine the scenario planning process. Using all of these factors during scenario creation leads to the creation of complex and unclear scenarios. The factors that play a significant role in determining the scope of the scenario are identified and are called essential factors through which the impact (the effects of internal and external factors on the organization's future) can be analyzed. After identifying the primary factors, the scenario team determines the future horizon. The scenarios must describe the time in the future. The scenario team must identify all possible developments for all essential factors, called projections, through which alternative and reasonable images can be searched for that can be used to enable scenarios to describe the opportunities

for the purpose (2000:40, Fink & Oliver).Partnership) 5- Participation

The stakeholder approach is an umbrella and framework for issues and matters of value, ethics, and social responsibilities (Al-Saeedi, 2008: 133). The roots of the participation approach lie in work, and it seems that stakeholders are all people who affect and are affected by the organization (Booth & Segon, 2008: 323). In this sense, the stakeholder approach does not differ much from the five forces model that determines the organization's competitive strategy. The difference between the five forces model and the stakeholder approach lies in sustainable competitiveness in treating the organization's goal. The model's ultimate goal is to create a sustainable competitive advantage.

Second: Distinguished performance.

2-1 The concept of distinguished performance.

The distinction is a comprehensive concept that refers to the primary goal of management in contemporary organizations on the one hand and symbolizes the main characteristic

that it must have on the other hand. The concept of excellence has been used to express performance and has a great resonance in

quality and total quality reports; therefore, distinguished performance can be defined as follows:



distinguished performance as "an approach to focusing on the creative output as one of the approaches to creativity, and is represented by the amount of productivity and excellence in performance." (Al-Qaryouti, 2001:303)

Defined distinguished performance as "stems from accomplishing the correct items correctly, and thus is in line with the principles of total quality." (Ali Al-Salmi, 2002:122)

We find that (Paul Pinto, 2003:11) defined distinguished performance as "the ability of the institution to renew and change in the long term in the future, satisfying calls in the areas of growth and profit."

While (Faraj, 2009:1) defined distinguished performance as "a group of behaviors, capabilities, and high intellectual and cognitive skills that individuals working in organizations enjoy so that they can employ those skills, knowledge, and behavior in the field of their work and specialization in a way that enables them to accomplish work and present ideas and products that are characterized by modernity and a type that exceeds the limits of organizational standards and excels what others present, as well as originality and creativity. From all of the above, we can establish an operational definition of distinguished performance as (the ability of the individual or organization to perform the tasks required of them with a high degree of mastery, discipline, and quality

without leaving room for error or deviation, with the presence of management characterized by excellence, leadership, and skills capable of achieving unprecedented results).

## 2-2 The importance of outstanding performance.

Understanding the importance of any work often involves measuring its performance and the extent to which it achieves planned goals. The standards of outstanding performance, which vary from one group to another and from one organization to another, are intricately linked to the customs, traditions, and environmental conditions of each society and organization. This variability underscores the need for context-specific measures of outstanding performance [2]. The significance of performance evaluation is further underscored by the importance of performance standards and measures (Hussein, 2012: 36), (Youssef, 2007: 68).

1- Unify the characteristics and qualities of each behavior and each work so that we can evaluate outstanding performance according to those characteristics. We cannot judge a specific product without knowing its characteristics, weight, size, durability, quality, etc.. When we know those characteristics, we then judge it and the production process objectively.



2- Measuring the actual performance of different production quantities, number of workers, equipment, material costs, etc.

It can be expected through the ability to set standards for the levels of outstanding performance for each work, regardless of its type and in any organization it exists.

3- Achieving cooperation and effective participation between managers and subordinates according to clear steps known to everyone in a clear and explicit manner.

Objective control serves as a crucial tool for identifying and addressing various problems that may arise during the work process. Without it, we cannot accurately identify deviations or judge the validity of specific work procedures. Objective control acts as a compass, guiding us toward the obstacles that hinder achieving the required level of distinguished performance and productivity.

The researcher underscores the perpetual need for developing and adapting performance standards. These standards, which play a pivotal role in the various stages of the production process, require continuous review and appropriate amendments. This is necessary to ensure they remain aligned with the evolving economic, social, and technological landscape, and to maintain the necessary flexibility for control standards in all organizations.

-3 Objectives of evaluating outstanding performance. The objectives of evaluating outstanding performance are multiple and branch out within each department of the facility or in each cell of the social and economic organization. They can be summarized in several main points, which are) Al-Otaibi (12: 2003) (Mukhaimer et al., 2000: 18).

1-It is used during any decision-making at the production process level to determine whether workers' performance is at the required level or below it.

2- The extent to which the goals of the facility or organization are achieved through the workers' representation of those goals through their performance levels.

3- It helps in making suggestions for underperforming workers, such as subjecting them to training courses.

4- Rewarding diligent workers by disbursing bonuses to them, promoting them and increasing their salaries and incentives.

5-It clarifies all workers' capabilities, abilities, and qualifications and places each worker in a position that suits his abilities.

6-Increase the bonds of cooperation and love between workers and supervisors, open horizontal and vertical communication channels in the facility or organization,





and thus break the traditional barriers existing at different administrative levels.

7- Providing an accurate picture of the different positions of employees within the facility, which constitutes a turning point for conducting realistic applied studies on the conditions and problems of employees and their performance levels in the future.

8-Eliminating nepotism, personal knowledge, and crooked methods by unifying the standards and laws governing promotion or salary increase and the various controls governing reward and punishment in the institution or department.

9- Creating an atmosphere of fair competition among all employees, because the higher the employee's performance, the greater his chances of progress and advancement in the administrative ladder or the revival of his material and moral conditions.

10- Know the amount of production and quantity of each department of the facility and the conditions of the different departments in an accurate and detailed manner for every small and large thing. This is for productive efficiency (Consistent) and continuous follow-up to maintain an advanced level.

11- Providing accurate information to the senior management in the facility or institution about all the conditions and levels of performance, as well as the problems and difficulties within the departments of

the facility, in order to develop future plans that will solve these problems and improve the conditions of the facility and its employees. Different social organizations rarely seek to achieve the previous goals. 2-4 Indicators of measuring outstanding performance. The researcher believes that studying and measuring performance faces many challenges represented by the variation of the concept and its measurement indicators based on the variation of the goals of organizations and their nature and the difference in the goals of the parties associated with them, which requires determining the type of appropriate measures that can be used to measure performance and determining their importance and the sources of information approved in the measurement and how to integrate different measurements to provide a true picture of the organization. Therefore, researchers differ in their determination of performance measurement indicators. Below is a group of the most used indicators in measuring performance: 1- Financial scale. These are useful measures when comparing the previous ones for a more extended period, i.e., with what has happened and what is currently present. They are among the most widely used measures to measure the profitability of the organization, as some of these measures are used together to give the organization a clear picture of its performance during the current year, including: (earnings per share, return on sales, to measure the organization's performance in terms of the rate of return on equity, and the rate of return on



investment), which is the most widely used about profits. Despite the widespread use of this measure, it needs some advantages, including differences in methods of calculating (depreciation, differences in evaluating fixed assets, and differences in methods of updating accounts) Faraj, 2009: 62-63). 2- Human resources measure. These measures are characterized by a high degree of objectivity, including (individual productivity, research and development expenses, and development and training expenses for each individual), and they are criticized for determining success measures. Some find that business development is the basic measure of success, while others find that individual productivity is the basic measure (Faraj, 63-62: 2009, Al-Ani, 55: 2002). 3- Marketing measure. Marketing measures such as: (sales volume and market share) are measures that are consistent with the ability to measure organizational or organizational performance, and the degree of market superiority that the product reaches is a primary measure of organizational performance. They are criticized for the difficulty of determining the best measure of market share performance, in addition to the fact that these measures show the organization's performance within the organization (Faraj, 63-62: 2009).

4- The scale of the quality of the organization's transformation.

The transformation processes implemented by the organization were divided into adaptive specialization, which is the process of raising the level of compatibility between the organization and its environment, and adaptive design, which focuses on investing the organization's net surplus resources to increase the level of the organization's ability to adapt in unstable environments, which is necessary for the organization to ensure long-term survival (Faraj, 63-62: 2009, Al-Jabawi, 37: 2002).

Third: The relationship between strategic thinking and distinguished performance.

Many business organizations suffer from stumbling in their steps and programs towards expansion and growth and achieving satisfactory rates of distinguished performance. Some of them even exit the business environment out of fear of change, the obsolescence of the activities and outputs of others, and other manifestations of failure, which are, in fact, natural results of what is called the absence of strategic thinking. In the era of global challenges, strategic thinking is a more prosperous and creative way of dealing with the main issues and opportunities facing the organization through which it operates. Therefore, strategy for business organizations is no longer just an annual task that is implemented as part of the strategic thinking process; instead, it combines many factors related to the external environment, the company's objectives, and human resources. This



statement seems easy, but in reality, implementation is different because organizations face a lot of complexity and because strategic thinking can be expressed as (the most successful strategy that the organization can formulate and implement). Therefore, we find Roger Kaufman, who explained that advanced thinking that focuses on the organization through which the organization operates, and combines internal and external factors when planning for the future of the organization (Tawfiq, 2005: 72) is the fundamental essence of the leader's daily work. It also represents the work that requires the leader to move from the present to the future so that he (and his organization) are one step ahead of others. However, strategy formulation requires specific skills, such as strategic thinking skills. Strategic thinking, or what can be called vital thinking and strategic performance, provides many alternatives for identifying or solutions to treat the manifestations above of dysfunction. In addition, it offers future directions and decisions that ensure achieving satisfactory performance levels for organizations. Business, by increasing the ability to discover strategic opportunities

existing in the transitional market and elevating your thinking from short-term profit to long-term value and how to classify

the set of vague information accumulated so that you can focus on the most critical strategic matters and how to use thinking tools in different situations and

different contents and thus diagnose the impact of types of environments on the work of the organization because

strategic thinking is a mental model that has a definite impact on our behavior and this model must encompass all the variables that explain how the world around us works (Muhammad, (2002:55).

### The Third Section

#### The Practical Framework

the statistical descriptive analysis of the research variables is done through statistical tools such as the arithmetic mean

and standard deviation, regression, correlation, and influence relationships for the independent and dependent research variables, as well as testing

the hypotheses. And through the following paragraphs:

First: Descriptive statistics for the sample.

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

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

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 the number of females reached (16) at a rate of 53%, which means an increase in the number of females in the sample.

2- Educational qualification.

Table (2) shows that the second characteristic is the academic qualification, which is distributed into categories as follows: The first category (diploma or less) had a sample of (11) individuals, representing 36%, the second category (bachelor's) had a sample of (17) individuals, representing 56%, the third category: (master's) had a sample of (2) individuals, representing 6%, and the fourth category: (doctorate) (none). The second category (bachelor's) has the highest percentage, reaching (56%), so the higher the job qualification, the higher the level of awareness of strategic thinking for distinguished banking performance.

- 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 was less than (30) years old, and the number of sample individuals in

it was (4) and a percentage of 13%, and the second category: (40-51) years old, and the number of sample individuals in it was (14) and a percentage of 46%, and the third category: (50-61) years old, and the number of sample individuals in it was (5) and a percentage of 16% and the fourth category: (61- and over) years old, and the number of sample individuals in it was (7) and a percentage of 23%, and the fourth category (60-71) years old is the highest percentage, which amounted to (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:

In the first category (1-5) years, the number of sample individuals was (5) at a rate of 16%, and in the second category (6-10) years, the number of sample individuals was (8) at a rate of 26%, and the third category: (11-15) years, and the number of sample individuals was ((7 at a rate of 23%, and the fourth category (16- and over) years and the number of sample individuals was (10) at a rate of 33%, and the fourth category (16- and over) years is the highest percentage, which amounted to 33%. Description of sample characteristics (2) Table:

Percentage	Numbers	Indicators	Property	N.
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46%	14	Male	Gender	1
53%	16	Female		
99%	30		Total	
36%	11	Diploma below	Educational Qualification	2
56%	17	Bachelor		
6%	2	Master	Age Group	
-	-	PhD		
98%	30		Total	
13%	4	Less than 30	Years of Work Experience	3
46%	14	40-31		
16%	5	50-41		
23%	7	51- and over		
98%	30		Property	
%16	5	1-5 years	Gender	4
26%	8	10-6		
23%	7	15-11		
33%	10	16- and over		



98%	30			
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**Second: Description and diagnosis of research variables**

This research deals with presenting the data shown by the questionnaire and analyzing the sample responses regarding (dimensions of strategic thinking and outstanding performance), where tables were prepared for the research variables and adopted for the statistical analysis process to obtain the weighted arithmetic means, standard deviations, and the highest and lowest values to know the intensity of the achieved response from the point of view of the sample individuals. The hypothetical arithmetic mean of (3) was adopted as an average measuring and evaluating tool for the degree related to the responses of the sample individuals. Note that the hypothetical arithmetic mean of (3) is the result of adding the percentages from the five-rank scale of (15) divided by the number of ranks of (5).

1- Description and analysis of the opinions of the research sample for the independent variable (strategic thinking): (X).

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

A- Analysis of the views of the sample related to foresight.

It is clear from Table (3) that the weighted arithmetic mean of the foresight dimension reached (253.4) with a standard deviation of (0.761). The weighted arithmetic mean was found to be more significant than the hypothetical arithmetic mean of (3). This indicates a clear interest in the foresight dimension by the members of the research sample because it is one of the essential dimensions of strategic thinking for achieving distinguished performance in the bank. The highest value of the mean in paragraph X1 reached (400.4). X1 ranked first in the opinions of the sample, which indicates the keenness and interest of the bank in extrapolating the future towards developing strategies in the long term. The highest value of the weighted average X1 was (000.5), and the lowest value of the weighted average X1 was (000.3), while the lowest value of the average for the sample opinions related to this dimension was in paragraph X5 at (900.3). The highest value of the weighted average X5 was (000.5), and the lowest value of the weighted average X5 was (000.2), and it ranked fifth. This means the bank is not interested in formulating multiple scenarios to face future possibilities. The rest of the paragraphs ranged between these two levels above-table (3) Analysis of the sample opinions on the foresight dimension.



Arrangement	Minimum Value	Highest Value	Standard Deviation	Arithmetic Mean	Paragraphs	The Symbol
1	000.3	000.5	700.0	400.4	Foreseeing the future towards developing long-term strategies.	X1
4	000.3	000.5	739.0	266.4	Identifying opportunities to be able to seize them.	X2
3	000.3	000.5	758.0	333.4	Belief that learning from the present and creating knowledge enables us to communicate with the future. To face potential environmental changes	X3
2	000.3	000.5	764.0	366.4	Paying attention to strategic issues and following up on changes in the external environment and their impact on banking operations.	X4
5	000.2	000.5	844.0	900.3	Working on formulating multiple scenarios to be able to face future possibilities	X5
			761.0	253.4	General average	

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

**Spss program.**

B- Analysis of the sample's opinions related to systematic thinking.

It is clear from Table (4) that the weighted arithmetic mean for the dimension of systematic thinking reached (079.4) with a standard deviation of (860.0). The weighted arithmetic mean was found to be greater

than the hypothetical arithmetic mean of (3). This indicates a clear interest in the dimension of systematic thinking by the research sample members because it is one of the essential dimensions of strategic thinking for achieving distinguished performance in the bank. The highest average value for the sample's opinions



related to this dimension was in paragraph X6 and paragraph X8 by (266.4), and each ranked first. This means there is an agreement 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 considering how the bank's various departments affect how the goals are achieved, and competition is encouraged. The highest value of the weighted average in paragraph X6 and paragraph X8 was (000.5). The lowest value of the weighted average in paragraph X6 and paragraph X8 was between (000.2-000.3), while the lowest value for

the sample's opinions related to this dimension was in paragraph X10 at (700.3). The highest value of the weighted average X10 was (000.5), and the lowest value of the weighted average X10 was (000.1). It ranked fourth in the sample's opinions. This also indicates the bank's lack of interest in analyzing the problem by looking at its parts, not at its combined causes and trying to sense the critical changes in the organization's environment-table (4) Analysis of the sample's opinions on the dimension of systemic thinking.

Arrangement	Minimum value	Highest value	Standard deviation	Arithmetic mean	Paragraphs	The symbol
1	000.2	000.5	739.0	266.4	A comprehensive view of how change occurs in the surrounding environment.	X6
3	000.2	000.5	927.0	033.4	Considering the hierarchy, objectives of the bank, specialization and formal relationships when looking at problems related to work	X7
1	000.3	000.5	691.0	266.4	Considering how the different departments of the bank affect the way in which goals are achieved and encouraging competition	X8





2	000.2	000.5	860.0	133.4	Considering the levels of interdependence and mutual influence between the tasks required to be accomplished.	X9
4	000.1	000.5	086.0	700.3	Analyzing the problem by looking at its parts rather than its combined causes and trying to sense the important changes in the organization's environment	X10
			860.0	079.4	Overall average	

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

**Spss program.**

C- Analysis of the sample opinions related to nonlinear thinking

It is clear from Table (5) that the weighted arithmetic mean for the dimension of nonlinear thinking reached (971.3) with a standard deviation of (994.0). The weighted arithmetic mean was found to be greater than the hypothetical arithmetic mean of (3). This indicates that there is a clear interest in the dimension of nonlinear thinking by the members of the research sample in the bank by the managers because it is one of the essential dimensions in strategic thinking in achieving distinguished performance in the bank. The highest value of the average for the sample opinions

related to this dimension was in paragraph X14 at (366.4). It ranked first in the sample opinions. This indicates the bank's interest in it because the most critical factor in making change is knowing the goals and facts based on the change. The highest value of the weighted average reached (000.5), and the lowest value of the weighted average reached (000.1), while the lowest value of the average for the sample opinions related to this dimension was In paragraph X12, by (566.3), it ranked fifth in the sample's views, which indicates the bank managers' lack of interest based on feelings and a sense of general circumstances-table (5) Analysis of the sample's opinions on the dimension of nonlinear thinking.



Arrangement	Minimum value	Highest value	Standard deviation	Arithmetic mean	Paragraphs	The symbol
3	000.2	000.5	050.1	000.4	I rely on logic when making financial decisions	X11
5	000.1	000.5	278.1	566.3	I rely on my feelings and sense of general circumstances	X12
2	000.2	000.5	973.0	133.4	I care about quantitative measures when making decisions such as budget reserves and future profits	X13
1	000.2	000.5	718.0	366.4	The most important factor in making change is knowing the goals and facts on which the change is based	X14
3	000.2	000.5	909.0	000.4	The most important factor in making change is feeling that the change is right for me.	X15
4	000.1	000.5	040.1	766.3	What is the impact of these variables on your behavior when making decisions such as facts, feelings, rationality, consistency with documents, intuition.	X16
			994.0	971.3	Overall average	

Source: Prepared by the researcher based on computer results using the 16.SPSS program.

D- Analysis of the sample's opinions related to thinking about time.

It is clear from Table (6) that the weighted arithmetic mean of the dimension of thinking about time reached

(624.3) with a standard deviation of (000.1). The weighted arithmetic mean was found to be greater than the hypothetical arithmetic mean of (3). This indicates that there is a clear interest in the dimension



of thinking about time by the members of the research sample in the bank by the managers because it is one of the essential dimensions in strategic thinking in achieving distinguished performance in the bank. The highest value of the average for the sample opinions related to this dimension was in paragraph X17 by (100.4). It ranked first in the sample opinions. This indicates the interest of the bank managers in taking into account past events when determining the vision for the bank's future. The highest value of the weighted average reached (000.5), and the lowest value of the weighted average reached (000.1), while the lowest value of the average for the sample

opinions related to this dimension was in paragraph X12 by (966.2). It ranked fourth in the sample opinions. This indicates the lack of interest of the bank managers, and I believe that the best knowledge in the past does not help one look towards the future-table (6) Analysis of the sample's opinions about the dimension of thinking about time.

Arrangement	Minimum value	Highest value	Standard deviation	Arithmetic mean	Paragraphs	The symbol
1	000.2	000.5	028.1	100.4	Considering past events when setting a vision for the future of the bank	X17
4	000.2	000.4	764.0	966.2	I believe that the best knowledge of the past does not help in looking towards the future.	X18
2	000.2	000.5	959.0	900.3	Considering how the different departments of the bank affect the way in which the goals are achieved.	X19
3	000.1	000.5	252.1	533.3	Identifying the variables that will affect the activities of employees in the future.	X20



			000.1	624.3	Overall average	
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Source: Prepared by the researcher based on computer results using the SPSS 16 program.

E- Analysis of the sample’s opinions regarding participation.

It is clear from Table (7) that the weighted arithmetic mean of the participation dimension reached (455.3) with a standard deviation of (022.1). The weighted arithmetic mean was found to be greater than the hypothetical arithmetic mean of (3). This indicates that there is a clear interest in the participation dimension by the research sample members in the bank by the managers because it is one of the essential dimensions of strategic thinking for achieving distinguished performance in the bank. The highest value of the average for the sample opinions related to this

dimension was in paragraph X26 by (833.3). It ranked first in the sample opinions. This indicates that the bank managers believed that 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 was (000.1), while the lowest value of the average for the sample opinions related to this dimension was in paragraph X21 by (133.3). It ranked fifth in the sample opinions. This indicates the lack of interest of the bank managers in believing that participation is a method that loses. The bank is superior to other banks (7)-analysis of the sample’s opinions on the participation dimension.

Arrangement	Minimum value	Highest value	Standard deviation	Arithmetic mean	Paragraphs	The symbol
5	000.1	000.5	252.1	133.3	I think that participation is a method that makes the bank lose its superiority compared to other banks	X21



3	000.2	000.5	006.1	433.3	I feel that the difficulty of managing the relationship with partners reduces the imposition of alliances with banks with other banks	X22
4	000.1	000.5	095.1	200.3	Participation has become a strategic option to increase the bank's competitiveness	X23
2	000.2	000.5	935.0	566.3	The legal environment is an obstacle to participation operations	X24
2	000.2	000.5	971.0	566.3	The bank is working to enhance its capabilities in terms of risk management through participation	X25
1	000.2	000.5	874.0	833.3	I think that the development of work mechanisms and the needs of beneficiaries are factors that affect the participation process	X26
			022.1	455.3	Overall average	

Source: Prepared by the researcher based on computer results using the SPSS 16 program

2- Description and analysis of the opinions of the research sample regarding the dependent 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). The weighted arithmetic mean was found to be greater than the hypothetical arithmetic mean of (3). This indicates that there is a clear interest in outstanding performance by the members of the research sample in the bank by the managers, as it is an essential matter in banks that care about achieving outstanding performance. The highest average value for the sample opinions related to

exceptional performance in paragraph Y2 amounted to (266.4) and ranked first in the sample opinions. This indicates that the bank managers care that the senior management accomplishes the job tasks according to quality standards. The highest value of the weighted average reached (000.5), and the lowest value reached (000.1). In contrast, the lowest value of the average for the sample opinions related to outstanding performance in paragraph Y7 amounted to (600.3). It ranked ninth in the sample opinions. This indicates the bank managers' lack of interest in an effective system for evaluating outstanding performance, which is evaluated periodically and effectively. Table (8)



Analysis of sample opinions on exceptional performance

Arrangement	Minimum value	High est value	Standard deviation	Arithmetic mean	Paragraphs	The symbol
3	000.1	000.5	956.0	100.4	The bank's management performs its work with the required efficiency and effectiveness.	Y1
1	000.2	000.5	784.0	266.4	Senior management accomplishes job tasks according to quality standards	Y2
6	000.2	000.5	889.0	966.3	The bank's management has the readiness, willingness and desire to work outside of official working hours in order to quickly complete the work required of them	Y3
5	000.2	000.5	946.0	000.4	The bank's management has the ability to solve work problems	Y4



4	000.2	000.5	988.0	033.4	The bank's management improves the ability to act in critical situations	Y5
4	000.3	000.5	808.0	033.4	The bank's management has sufficient readiness to bear responsibility	Y6
9	000.1	000.5	275.1	600.3	There is an effective system for evaluating outstanding performance and outstanding performance is evaluated periodically and effectively	Y7
8	000.1	000.5	207.1	700.3	The management develops their performance and skills continuously	Y8
7	000.1	000.5	112.1	933.3	The management has the skill of communicating well with others	Y9
2	000.2	000.5	886.0	200.4	The management adheres to work rules and procedures	Y10
			975.0	983.3	Overall average	

**Source: Prepared by the researcher based on computer results using the SPSS 16 program.**



Third: Analysis of the correlation between the research variables and testing the hypotheses.

Table (9) shows the correlation between the first independent variable of the strategic thinking dimensions (M1 Foresight) and the dependent variable (Y1), which confirms that the bank's management is performing its work with the required efficiency and effectiveness. The Spearman correlation coefficient reached (0.196), indicating a weak positive correlation between the two variables and is not statistically significant. Table (9) also shows the correlation between the first independent variable of the strategic thinking dimensions (M1 Foresight) and the dependent variables (Y2), ((Y3, ((Y4, and (Y5), as the correlation coefficients reached (.359 0), (.330 0), (.273 0), and (.233 0), respectively. This indicates a weak and insignificant correlation between the independent variable, Foresight, and these dependent variables. Table (9) shows that there is a correlation between the first independent variable of the strategic thinking dimensions (M1 Foresight) and the dependent variable (Y6), which confirms that the bank's management is prepared Sufficient to bear responsibility, as the correlation coefficients reached (.458\*0), which indicates a strong correlation with a significance level of (.05). It is also clear that there is a correlation between the first independent variable of the dimensions of strategic thinking (M1 Foresight) and the dependent variable (Y9), which confirms that

management has the skill of good communication with others. The correlation coefficients reached (.436\*0), which indicates a strong correlation with a significance level of (.05). As for the rest of the dependent variables, which are (Y7), (Y8), and (Y10), the correlation between them and the independent variable (M1 Foresight) was a positive sample and not significant through the correlation coefficient (.252 0), (.344 0), and (.353 0), respectively. The analysis also showed that there is a correlation between the first independent variable of the strategic thinking dimensions (M1 Foresight) and the general average of the outstanding performance variables, as the Spearman correlation coefficient reached (364\*.0) with a significance level of (05.0). On this basis, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states a correlation between the independent variable, Foresight, and some outstanding performance variables in the banks in the research sample. Table (9) also shows a correlation between the second independent variable of the strategic thinking dimensions (M2 System Thinking) through its paragraphs and the dependent variable, outstanding performance, as a strong positive correlation was found between system thinking and all outstanding performance variables with statistical significance and a significance level ranging between (05.0) and (01.0). This means that the bank management is interested in the independent variable of system thinking to achieve outstanding





performance. The average correlation coefficient between these variables reached (.633\*\* 0) with statistical significance and a significance level (01.0).

On this basis, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that

there is a correlation relationship between the independent variable, systemic thinking, and the variables of outstanding performance in the banks of the research sample. Table (9) Analysis of the correlation relationships between the independent and dependent variables.

y	y1	Y2	Y3	y4	y5	y6	y7	y8	y9	y10	m
M1	0.196	0.359	0.330	0.273	0.233	0.458*	0.252	0.344	0.436	0.353	0.364
									*		*
m2	0.639	0.364	0.495*	0.459	0.486*	0.548**	0.636*	0.523	0.480	0.503*	0.633
	**	*	*	*	*		*	**	**	*	**
m3	0.763	0.649	0.614*	0.587	0.545*	0.620**	0.689*	0.594	0.587	0.563*	0.768
	**	**	*	**	*		*	**	**	*	**
m4	0.533	0.356	0.387*	0.380	0.371*	0.462*	0.563*	0.374	0.221	0.299	0.492
	**			*			*	*			**
m5	0.593	0.379	0.371*	0.323	0.354	0.624**	0.621*	0.733	0.565	0.617*	0.631
	**	*					*	**	**	*	**

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).



Table (9) reveals a significant correlation between the third independent variable of the dimensions of strategic thinking (M3 nonlinear thinking) and the dependent variable of outstanding performance. This strong positive correlation, with a statistical significance level of (0.01), underscores the importance of nonlinear thinking in achieving outstanding performance in banks. The average correlation coefficient between these variables reached (0.768\*\*), further emphasizing the profound impact of strategic thinking on performance.

Based on the data, the null hypothesis is decisively rejected, and the alternative hypothesis is accepted. This acceptance confirms the correlation between the independent variable of systematic thinking and all variables of outstanding performance in the banks of the research sample, reinforcing the significance of the research findings.

In addition, Table (9) shows a correlation between the fourth independent variable of the dimensions of strategic thinking (M4 thinking in time) through its paragraphs and the dependent variable of outstanding performance, as a relationship was found. There is a strong positive correlation between thinking about time and all variables of exceptional performance with statistical significance and a significance level ranging between (05.0) and (01.0). This means that the bank management is interested in the independent variable, thinking about time to achieve outstanding

performance. The average correlation coefficient between these variables was (.492\*\* 0) and was statistically significant with a significance level of (01.0). On this basis, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a correlation between the independent variable thinking about time and all variables of outstanding performance in the banks of the research sample. Table (9) also shows a correlation between the fifth independent variable of the dimensions of strategic thinking (M5) participation through its paragraphs and the dependent variable, distinguished performance, as a strong positive correlation was found between involvement and all distinguished performance variables with statistical significance and a significance level ranging between (05.0) and (01.0). This means that the bank management is interested in the independent variable participation to achieve distinguished performance. The average correlation coefficient between these variables reached (0.631\*\*) and is statistically significant and at a significance level.

Building on the rejection of the null hypothesis, the acceptance of the alternative hypothesis further solidifies the correlation relationship with the independent variable of participation and all distinguished performance variables in the banks of the research sample. This acceptance marks a significant step forward in our understanding of the impact of strategic thinking on performance.



Finally, the first central hypothesis is rejected, which states that there is no relationship between the independent variable strategic thinking and some distinguished performance variables in the banks of the research sample.

Fourth: Analysis of the impact of the independent variables on the dependent variables and testing the hypotheses:

Table (10) shows an analysis of the impact of the independent variable Strategic thinking in the dependent variable, distinguished performance, as it appears in the effect of the independent variables represented by the dimensions of strategic thinking (M1-M5) on the dependent variable (distinguished performance (Y)), as the value of the coefficient of determination ( $R^2$ ) reached (0.657), which means that (65%) of the changes that occurred in the dependent variable Y are caused by the independent variables mentioned above. The rest of the effect is caused by other unknown factors not addressed in the research. It is also noted from Table (10) that the calculated (F) value extracted from the (ANOVA) table reached (9.206\*\*) with a significance level of (0.01), indicating that the form of the relationship was acceptable, as was the value of (t) for the dimensions of the model, as

its value for the variable nonlinear thinking ((M3 ((3.291\*\*) indicating a statistically significant effect with a significance level of (0.01). The Table also shows a substantial effect for the independent variable participation (M5) (2.171\*), indicating a statistically significant impact with a significance level of (0.05), which means the importance of the independent variables in their effect on the dependent variable, outstanding performance. The values of (B) reached (0.036 0, 0.077 0, -0.052, 0.574, 0.303 0) for the independent variables, respectively, which means the amount of the slope in The model as shown in Table (10). The value of the constant (a) indicates the value of the dependent variable (Y) when the value of the independent variable is equal to zero. Since the constant (a) value was equal to (-0.525), as shown in the Table, the outstanding performance value equals zero.

On this basis, the second sub-hypothesis regarding the absence of a significant effect of the independent variables represented by the dimensions of strategic thinking on outstanding performance is rejected, and the alternative hypothesis is accepted, which proves the relationship of some dimensions of strategic thinking in exceptional performance.



Table (10) The effect of the independent variable strategic thinking on the dependent variable outstanding performance.

Independent variable: strategic thinking (X)		Dependent variable: Outstanding performance (Y)				
VAR		R <sup>2</sup>	F	T	A	B
Foresight	m1	0.65 7	9.206**	0.263	-0.525	0.036
Systems Thinking	m2			0.432		0.077
Nonlinear Thinking	m3			3.291 **		0.574
Thinking about time	m4			0.367 -		-
Share	m5			2.171 *		0.303

Source: Prepared by the researcher according to the results of the computer using the program 16. SPSS

Section Four

Conclusions and Recommendations

CONCLUSIONS

This section is dedicated to presenting the most significant conclusions derived from the research, both on the theoretical front and from the results of the statistical analysis conducted in the applied aspect of



the research. These findings hold substantial importance and relevance to the field of banking and strategic management.

1- The research has provided a scientific and applied framework for the research variables, namely the independent variable of strategic thinking dimensions and the dependent variable of outstanding performance. This framework has practical implications for the banking industry, shedding light on the relationship and influence between these variables in real-world scenarios.

2- It has become clear that strategic thinking has become a necessity today rather than an option among a group of strategic options facing the organization in the foresight dimension, confirming that the bank's management needs to be more ready to bear responsibility. The highest value of the foresight variable was reached in extrapolating the future toward developing strategies in the long term, and this indicates a strong correlation between the first independent variable and the dependent variable.

3- The integrated view of strategic thinking through the two approaches (scientific and creative) makes it a fundamental supporter 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 analysis, synthesis, prediction, and anticipation of the future. Analytical

thinking requires a high degree of analytical skills, and this indicates a correlation between the second independent variable of the dimensions of strategic thinking and the dependent variable. On this basis, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that there is a correlation between the independent variable, systematic thinking, and the variables of outstanding performance in the banks of the research sample. 4- Nonlinear thinking contributes to stimulating the decision-makers awareness of the expectation of discontinuity and sudden changes, which is directly reflected in activating thinking with more than one possibility for the future, as nonlinear thinking contributes directly to creating a high sense of dynamism in the banking work environment, and the constant search for alternatives that enable these banks to grow and break the stagnation. This also indicates a correlation between the third independent variable of the dimensions of strategic thinking and the dependent variable, outstanding performance. 5- The government banks in the research sample are experiencing their worst conditions regarding outstanding performance, which the researcher noticed during the study period in those banks. Here, thinking about time emerges as an essential factor in formulating multiple scenarios compatible with the nature of the challenges in the Iraqi banking environment, as a strong positive correlation was



found between thinking about time and all variables of outstanding performance.

6-Participation is considered an umbrella and framework for the concepts of value, ethics, and social responsibility. By enhancing the participation approach, Iraqi government banks can achieve their main goal, which is economic and social development. This indicates that a strong positive correlation was found between the participation dimension and all variables of outstanding performance.

7- This means that the results of the correlation hypotheses proved the existence of statistically significant correlations between the independent and dependent variables of the research, whether they were individual or combined. Finally, the first central hypothesis is rejected, which states that there is no correlation between the independent variable of strategic thinking and some variables of outstanding performance in the banks in the research sample.

## RECOMMENDATIONS

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

Consider developing the right strategies to achieve outstanding performance.

1- The necessity of focusing on the dimensions and variables of strategic thinking and benefiting from its role in exploiting

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

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

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

Reputable foreign banks to improve their capabilities and create more effective and modern banking practices and services while meeting the need for focused training inside and outside the work.

3- Ensuring a comprehensive system to measure outstanding performance compared to the goals using a clearly defined set of data and management reports and an individual performance management system.

4- Benefit from the correlation and influence relationship between variables to build a complete, advanced, and flexible system for strategic thinking

By providing the necessary information and mechanisms to achieve outstanding performance



5- Rafidain and Rashid Banks should have a firm belief in strategic planning for the information system to support the implementation of the operational strategy and ensure the growth of banking work in achieving outstanding performance.

6-Use strategic thinking to improve the efficiency and effectiveness of government banks and enhance their performance and ways of achieving outstanding performance.

7- Develop plans to reward departments with a compensation plan to attract, retain, and motivate managers and talents, thus developing a competitive culture throughout the bank.

8- Train employees in the field of strategic thinking in the context of banking work so that the two banks can continue to achieve outstanding performance in planning for the future and inform management of any gaps in the basic skills of the two banks.

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