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## THE ROLE AND IMPORTANCE OF STRATEGIC THINKING AND ANALYSIS IN THE MODERN FOREIGN POLICY OF THE STATE

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### ABSTRACT

In this article, the place and significance of strategic thinking and analysis of international and domestic political attitudes are analysed. And also, opportunities of the strategic analysis for today are stated.

### KEYWORDS

Strategy, state strategy, strategic management, strategic planning, operational planning, strategic analysis, strategic initiatives, national development strategy, national security.

### INTRODUCTION

Strategy represents the triumph of logic, where the right or wrong choice of strategy can be known only by the final result. Because it is possible to lose a battle, but in the end, it is impossible to win a war. Strategy is

a structure, a link between a point of reality and a point beyond the point of reality, because the realization of the goal does not exist in the present. This is a clear

virtual situation, which is activated by the software of today's point.

Strategic analysts need to empower decision-makers to look at themselves with confidence, especially in future-oriented, uncertain situations. For this reason, strategic analysts should not fall into any of the following inadequacy options:

- misunderstanding the actions of others, both individuals and states;
- presenting simple facts, regardless of problems and methods of solving them;
- lack of equipment corresponding to new realities;
- not being able to analyze the new realities that are constantly appearing in the world;
- lack of preparation for working with future threats and problems, not today.

If we look a little deeper into this issue, strategic analysis analyzes the consequences of actions, while tactical analysis analyzes the actions themselves. A strategic analysis should keep the point of both today and the future in a single, integrated structure.

In a conflict situation, the main problems are the goals and plans of the opponent, which means that we need to know in advance the next move of the opponent. For example, as early as September 25, a three-page classified document, divided into nine categories, defining the future goals of terrorist activities, arrived on George Bush's desk.<sup>1</sup>

- political centers - Washington, as well as federal offices everywhere;
- infrastructure points - airports, roads, ports, railways, dams, tunnels, bridges;
- economic systems - Wall Street, Chicago shopping centers;
- energy infrastructures - oil processing plants, oil storages;
- military targets - areas where military forces are gathered, military bases, weapons depots;
- global telecommunications - electronic transit points, internet transit centers, bank wires;
- educational centers - Harvard University and Massachusetts Institute of Technology in Boston;
- cultural centers - Hollywood, squares;
- monuments and other symbols of national identity.

However, it should be noted that the reason why this attack did not have its proper place and role is that all measures were taken to ensure the security of these facilities.

Strategic thinking predetermines our ability to create optimal options for strategy. If we divide the strategy into types according to the goal, then both military, economic and other desired strategies are formed with the help of political goals, that is, political strategies are more important, and the rest participate in a supporting role. Objectives are related to viewpoints, and the political viewpoint as the head constructs objectives based on its preferences. At this point, the opposite of this situation should be understood as a

<sup>1</sup> Woodward B. Bush at war. – New York etc., 2002. - P. 132-133

mistake when other players (for example, the military) throw away the rules of the game. At the same time, such a mistake is made by political players, who interfere in affairs outside their areas of responsibility. E. Kord stopped J. Bush, the head of the former president's administration, when he wanted to manage not only strategy, but also tactics.

"Don't be a general, be a president. You win, but leave that chance to the generals. If you impose restrictions on generals that affect their ability to win a war... <sup>2</sup>".

Strategy represents a powerful tool with not only practical, but also theoretical content at the same time. As one review points out, strategy, like strategic thinking, is still not viewed as an equal among other academic disciplines. It was mentioned by the military, who were the first to weaponize strategy, and for a long time strategy remained for them a phenomenon requiring considerable mental work. Realizing the importance of strategy in the battle of competition, business has incorporated it<sup>3</sup>.

We will see that the result of the choice of one or another strategy will change the course of development, as in the events of September 11. For the United States, it is precisely this point that led to a change in strategy for the fight against terrorism. If terrorism was a criminal phenomenon during the Clinton era, for the Bush administration, terrorism has become a real enemy, which had to be destroyed only by means of weapons. For the first time, such an idea was expressed in the closed speech of Defense

Minister D. Rumsfeld to J. Bush: "This is not a criminal act. This is war." These words were said exactly four hours after the plane crashed into the walls of the Pentagon, it was recorded in the book called "Voyna Rumsfeld". "It was a really strategic and intellectual shift. The presentation of the events of September 11 as a strategy-demanding war was a sufficient basis, and many events started from this event<sup>4</sup>. That is, such an idea was the impetus for choosing a different strategy.

Depending on the case being analyzed, such decisions are of critical importance. D. worked as Bush's speechwriter. Fram says quite sharply in this regard: "Presidents either control events or are pressured by them." The failure to take control of the events of 9/11 left Bush somewhat weakened by 9/12. <sup>5</sup>"

Decision making J. Based on the table given by Baydon, it is like a chain: KMQH - Observation, Goal, Decision, Action. One way or another, it is possible to clarify the incident (in the case given above, it could be either criminal or military). One way or another clarification of the event automatically leads to the choice of strategy.

We can clarify the phenomenon from the point of view of error, standard and strategic, that is, always new.

The standard handling of 9/11 is an action on the criminal schedule, the strategic handling is a military strategy, and 9/11 is an example that prompts a reexamination. An example of a wrong decision is Montezuma's wrong decision that led to the Cortes Wars<sup>6</sup>. Hindus had only white-skinned Gods in their

<sup>2</sup> Woodward B. Bush at war. – New York etc., 2002. – P. 176

<sup>3</sup> Scarborough R. 'This is war', Rumsfeld told Bush // Washington Times. – 2004. – February 23; книжное издание – Scarborough R. Rumsfeld's war. The untold story of America's anti-terrorist commander. – Washington, 2004

<sup>4</sup> Scarborough R. Rumsfeld's war. The untold story of America's anti-terrorist commander. – Washington, 2004<sup>4</sup>

<sup>5</sup> Frum D. The right man. An inside account of the Bush White House. – New York, 2003. – P. 133

<sup>6</sup> Harris L. Al Qaeda's fantasy ideology // Policy Review. – N 114

memory, which gave them the impetus for a wrong decision. Thus, the correct definition of the problem is the basis for the construction of a clear and optimal strategy.

The events of September 11 lead the United States to make several decisions, as a result of which the following unconventional steps were taken:

- military strategy, not police;
- active preparation not only for the war, but also for the post-war situation in Iraq;
- new role of special units.

All these details come from a new type of entity (small, mobile terrorist units and terrorist networks) that are not easily detected by conventional methods.

Strategic thinking works in the area of expanding our goals and capabilities. Habitual thinking is associated with limited goals and opportunities. There are three different types of expansions that are derived from each other:

1. expanding the number of moving factors, forces and participants;
2. expanding the territory of decisions;
3. expanding the area of activities.

It is strategic thinking that allows you to consider not only your own decisions, but also those of your opponent. It is strategic thinking that can push its vision forward 5-10-25-100 years. That is, it goes beyond the point of narrow possibilities defined by the time zone. Strategic thinking can break the limitations imposed by time and space.

Today, regions such as Europe approach their global strategies in economic terms. That is, their geostrategies are becoming geoeconomic. On the other hand, in the West's struggle with the USSR, geostrategic issues were resolved by geoeconomic means. The destruction of the economy of the USSR led to the fundamental solution of many strategic issues.

We see that today strategic thinking expands not only the capabilities of the individual, but also the capabilities of the state. This is very important for Uzbekistan, which is looking for its rightful place on the chessboard in today's difficult and complex geopolitical struggle. However, strategic thinking is very difficult to teach, even though many attempts are made to do so, especially in the military. G. According to Summers, the only way to do this is to work together to identify and educate competent strategists. Furthermore, it moves away from the concept of strategy as simply linking means and ends<sup>7</sup>. According to him, the strategist should be more concerned with conceptual and less material components. That is, in his opinion, the strategy is more connected with the theory, or rather with the creative field.

Here we can distinguish a set of details related to strategic thinking. E. Lawrence J. Based on Lidtky's model, he distinguishes the following complexes and constructs his analysis:

- systemic perspective,
- concentrated intention,
- openness to new experience,
- thinking about time,
- working with hypotheses.

<sup>7</sup> Summers H. G., Jr. Military strategy. Conversations // <http://globetrotter.berkeley.edu>



E. Lawrence himself does not make a sharp distinction between strategic planning, analytically, and strategic thinking, creatively. They complement each other, and he argues that the objective construction of the strategy is only possible if these two processes are involved<sup>8</sup>.

From the point of view of common sense, even here simple planning is not considered as a mandatory component. According to the results of the survey conducted by FOM, 52 percent of Russians make plans for the future, and 44 percent do not make any plans<sup>9</sup>. Here the plans do not have any basis with them, in which the owners of the plan become ordinary dreamers. Such a situation cannot be in strategic thinking, because strategy is always practical in nature.

It is known that G. Based on the meta-level, Kahn lays out several options for future construction. However, the seeker in this position is better equipped to deal with the blows ahead than the seeker who strategizes about the situation.

Strategies can be divided into several types according to their construction, purpose and basis. Undoubtedly, different types of strategic thinking are created here. In real practical work, where a real strategist is engaged, we can meet the following three types of strategies:

- constructor: this is the default option that builds events that go to a specific target,
- fiery: to put a "platform" on a rapidly developing and chaotic event, the presence of such a platform causes the change of events. The availability of

resources adapts events to such a platform. Perhaps the Bolsheviks in 1917 were stuck in the incipient chaos.

- alerter or seeker: when we are only following trends, the possibility of interfering with reality remains in another dimension.

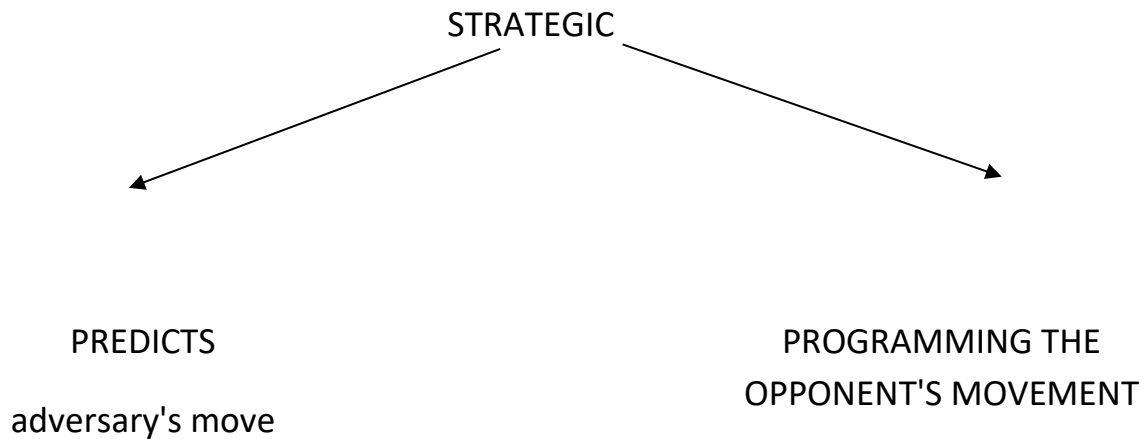
In general, we can see that some variants of the above strategy are compatible with each other in certain practices. However, they still differ in content.

What is fundamentally important for strategic thinking is the consideration of two additional parameters: the aggressive behavior of the environment and the autonomous behavior of the opponent/adversary. If the environment is less amenable to management, and we can build only some variants of defense against it, the situation with the opponent is a little different.

A strategist tries to control not only his own "power", but also the opponent's "power". In the latter case, he can mislead his adversary by providing false information, leading to dead ends in order to destroy his military units. All these actions are done to program the opponent's actions. Such situations are common in election campaigns. For example, the opponent adopts a completely different sociology, thus they tend to take actions that do not correspond to the events at all. The strategist here tries to "manage" both his own and others' actions. Even if he didn't succeed, he would still try to predict his opponent's actions.

<sup>8</sup> Lawrence E. Strategic thinking // [www.psc.cfp.gc.ca](http://www.psc.cfp.gc.ca)

<sup>9</sup> Нарышкина А. Антикризисное планирование // [www.inauka.ru](http://www.inauka.ru)



Sustaining performance at multiple levels, typical of strategizing, is a more complex process than operating at one level. Here, the players/objects of these levels conduct their own independent actions. A sufficiently complex object appears here, which requires constant adaptation of the initial strategy to changes. Strategy is not only the collection of a set of events, but also the structure of its constant adaptation to changing realities.

Decision-making begins with the recognition that this or that information is true or false. Strategic thinking must be able to consider only the most important aspects without being distracted by others, because it is impossible to process all the information. It is on the basis of this ability/inability that all defeats of strategic thinking are built. For example, CIA received information about expected terrorists from the German special unit, but could not use this opportunity<sup>10</sup>. One of the decisions that was made in the US was that this type of information was now

collected outside of the organizations (the FBI and the CIA) if they had not previously shared their information. To date, not only a special ministry - Department of Homeland Security, but also a Terrorist Threat Integration center, a separate center for terrorist threats, has been established. In theory, this situation brings information together and facilitates the decision-making process.

However, many analysts have accepted this as a way to cover up the remaining problems of data collection and analysis<sup>11</sup>. In essence, this is true, because the problem lies not only in the organizational issues of solving it, for which many other structures can be created, but in its final solution. One of the problems is, on the one hand, in the new methods of analysis and training of analysts, and on the other hand, in the specific training of policy-makers focused on their interactions with data collectors. V. Hanson also understands that

<sup>10</sup> *Risen J. a.o.* C. I. A. was given data on hijacker long before 9/11 // New York Times. – 2004. – February 24

<sup>11</sup> *Babbin J.* Operation: Langley transformation // [www.nationalreview.com](http://www.nationalreview.com)

decision-making is not about creating new bureaucratic structures, but about changing ethics<sup>12</sup>.

Strategic thinking is looking into the future: we look from the future to the present and from the present to the present. Pericles strategizes for the second battle of the Athenians in the Peloponnesian Wars based on their low manpower. If they lose the first battle, they lose the whole battle. Therefore, Pericles chose a strategy of defense on land and attack on water<sup>13</sup>.

In a stable and predictable situation, strategic thinking, which is more consistent with western ideas, relies on the left hemisphere, and when there is a lot of uncertainty, it relies on the right hemisphere, which is more creative and corresponds to eastern ideas. Interestingly, this occurs not only in business, but also in war<sup>14</sup>. Terrorism turned out to be a creative direction, contrary to Western views.

In general, strategic thinking operates within a clear boundary that determines one or another decision-making option:

- the point of future and today, the goal of the future strategy, if today is presented as an important element of the structure of tomorrow,
- available and non-available “anti-resources”, that is, the level of resistance of the opponent/opponent.

Aggressive environment, strong opponent, personal inertia - these are the things all make it difficult to move forward. But there are more factors that drive people/organizations/states forward, otherwise there

would be no movement at all. However, an action may or may not be right or wrong, optimal or non-optimal in terms of resource availability. It all comes down to strategic thinking that is pragmatic and practical. Interesting strategic players are usually interesting practitioners. For example, J., known as the number one theorist in information warfare at the Pentagon and REND. Arkvilla advised the chief on strategy during the Persian Gulf wars. Famous for his works, Professor Michael Handel, known from his works, during this period, advised the military administration on the issues of misleading the opponent. It is possible that it was his idea to mislead the Iraqi administration about the location of the American military. The most important part of achieving success is having a goal and a strategy. As one business analyst says: "If we know where we're going, we're more likely to get there<sup>15</sup>." He cites the following obstacles to strategic planning:

- people exaggerate their daily operations,
- people feel the uncertainty of the future,
- planning is hard enough.

We look at all of this as a psychological preoccupation with today's problems in relation to tomorrow. Man is more suited to today than to tomorrow. It was given to him by biology. Only some have long-term planning features found in the animal world.

In planning, there is some uncertainty of the future, in any case, there is an alternative of options, and we choose the most optimal one among them, for

<sup>12</sup> Hanson V. D. We're removing Saddam Husein // [www.usni.org](http://www.usni.org)

<sup>13</sup> Хаммонд Н. История древней Греции. – М., 200

<sup>14</sup> O'Shannassy T. Lessons from the evolution of the strategy paradigm // [www.bf.mit.edu](http://www.bf.mit.edu)

<sup>15</sup> Donald D. J. Classical masters. Review essay of Handel M.I Masters of war: classical strategic thought // Naval War College Review. – 2002. - Spring





the structure in one way or another. Strategic thinking can suggest new types of actions and methods of influence that are completely different.

Conclusions and recommendations. Today, it is possible to point out several notes regarding the choice of strategy of Uzbekistan. The modern stage of world politics and socio-economic development is characterized by the following features:

- globalization of the world economy;
- information of all forms of relations;
- acceleration of the stage of scientific and technical development;
- the transformation of the role of the state and the formation of new quasi-states;
- the development of a new economy in the process of resource depletion.

The development and implementation of asymmetric strategies of political-military relations is a very important task in ensuring the national interests of Uzbekistan and the national security of Uzbekistan. When implementing strategic planning, we should take into account the achievements and shortcomings of ourselves, our management, and our partners.

Strategic planning needs to know what the opponent thinks, strategic planning (and strategic decision-making) uses historical analogies in politics and business.

In short, it can be said that not all players participating in the political scene (whether it is an individual, an organization or a state) have the opportunity to use strategy as an instrument. Strategic activity is a separate art. On the one hand, the strategy process involves a limited number of experts, while it has a systematic description and requires special analytical skills. Another important aspect of the problem is that

even an entire country may or may not have its own strategy. Because every organization, management body has a limit to imagine its future. Usually their main efforts are determined by solving their daily problems. As a result, under the influence of all the mentioned factors, strategy, strategic thinking and management will not work. As the famous saying goes, if you don't have your own strategy, you live with someone else's. That is, there is a foreign strategy in life (there is no strategic gap, just as there is no gap without ideology) and it continues to develop within the country without any obstacles.

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