

opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 34, 2018, Especial N°

15

Revista de Ciencias Humanas y Sociales
ISSN 1012-1587/ ISSN: 2477-9385
Depósito Legal pp 198402ZU45



Universidad del Zulia
Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Reflection of Strategic Thinking on the Organizational Change

Firas Mohammed Ismael¹

¹Strategic Management - Department of Business Administration -
Collage of Administration & Economics- University of Baghdad
info@ores.su

Abstract

The purpose of this research is to determine the relationship between the strategic thinking and organizational change via the use of many statistical methods such as Simple linear regression equation. The 80% of the hypotheses of correlation and influence were established, and the research was reached a number of conclusions. Including the fluctuation of the level of strategic thinking capabilities in the sample surveyed. Although, there are certain levels, but an organization of this importance need to be higher. Based on these conclusions, the researcher has made some recommendations to address the findings of the research.

Keywords: Strategic Thinking, Organizational Thinking, Change.

Reflexión del pensamiento estratégico sobre el cambio organizacional

Resumen

El propósito de esta investigación es determinar la relación entre el pensamiento estratégico y el cambio organizacional mediante el uso de muchos métodos estadísticos, como la ecuación de regresión lineal simple. Se estableció el 80% de las hipótesis de correlación e influencia, y la investigación llegó a varias conclusiones. Incluyendo la fluctuación del nivel de capacidades de pensamiento estratégico en la muestra encuestada. Aunque, hay ciertos niveles, pero una organización de esta importancia debe ser más alta. Sobre la base de estas conclusiones, el investigador ha realizado algunas recomendaciones para abordar los hallazgos de la investigación.

Palabras clave: pensamiento estratégico, pensamiento organizacional, cambio.

1. INTRODUCTION

Thinking is the existence of people as expressed by the philosopher Descartes and talk here about just thinking, but what about the strategic thinking. The Strategic Thinking is urgently needed for all leaders to enable them to face the environment and how to deal with it is flexible. This research is focused on the role of strategic thinking in organizational change. Organizations have been faced many changes via the environment competition between organizations in general, including the Central Bank of Iraq (CBI), which is the basis of the current research. One of the most important tasks of the Central Bank

of Iraq (CBI) takes upon itself maintain the stability of the exchange rate of the Iraqi dinar. In addition, the implementation of monetary policy in an environment that is turbulent. In this research, the role of strategic thinking and its impact on organizational change has clarified. The most important goals that the current research seeks to achieve are (measuring the extent of enjoying administrative leadership in the Central Bank of Iraq skill of strategic thinking), which may be useful for decision-makers in the CBI. The main recommendations of the research were (developing the capabilities of strategic thinking of leaders through training courses and specialized workshops in this area). The researcher is hoping that the recommendations will make way to decision-makers for the public benefit.

2. BACKGROUND OF RESEARCH

2.1 Research problem

The problem of research on the possibility of using strategic thinking to bring about change has crystallized in a sector that is important on the strategic level to shape the country's fiscal policies. Central Bank of Iraq is one of the most important sectors vital and has many responsibilities that require high flexibility in order to achieve work. Therefore, there are many questions as following:

- a. Do the Central Bank Iraq (CBI) leaders have the skill to think strategically?

- b. Does extent is leaders in the Central Bank Iraq (CBI) able to employ strategic thinking in the face of change?
- c. Does strategic thinking reflected on the change in organizations?

2.2 Research Importance

This research derives its importance through the following:

- a. The importance of strategic thinking is at the intellectual level and practical aspect.
- b. The importance of change as a necessity philosophy adopted by organizations in dealing with the high uncertainty that has become a prominent feature of the regulatory environment.
- c. The importance of the research community stands out from the importance of the Central Bank of Iraq because is one of the important sectors that play a significant and influential role on both governmental and private organizations.

2.3 Research objectives

- a. To measure the extent the administrative leadership in the CBI has the skill of strategic thinking.
- b. To know is the extent of adoption the philosophy of organizational change in the CBI.
- c. To identify is the relationship between strategic thinking and organizational change.
- d. To determines the ability of strategic thinking in organizational change.

3. RESEARCH HYPOTHESES

1. The first hypothesis: There is a significant correlation between the strategic thinking and the organizational change with dimensions their.
2. The second hypothesis: Strategic thinking has a positive impact on organizational change.

4. PROPOSED RESEARCH MODEL

Depending on previous studies on strategic thinking as an independent variable. While the organizational change as a dependent variable (Gallimore, 2010). Figure1 summarizes this research as follows:

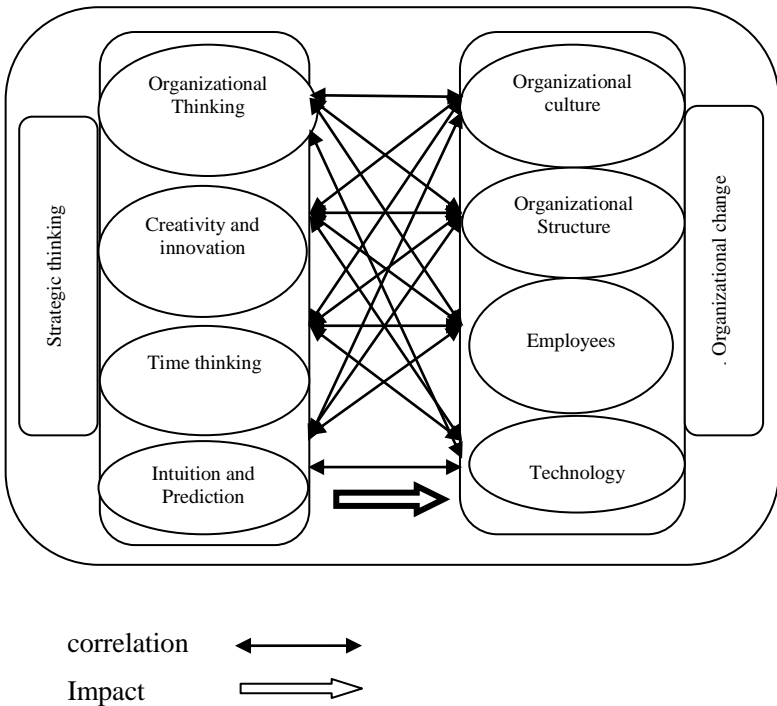


Figure (1) proposed research model

5. METHODOLOGY OF RESEARCH AND SAMPLE

5.1. Research Community and History of Central Bank of Iraq

When Iraq was part of the Ottoman Empire, a number of European currencies were traded alongside the Turkish pound. British mandate, after the First World War, Iraq merged with the British-controlled Indian monetary system and the rupee became the main currency in trading at a price of 13.33 rupees. In 1931, the Iraqi Currency Board was established in London for the purpose of issuing paper currency and maintaining a reserve of the new dinar currency. In 1947, the Iraqi National Bank was founded, his government bank. The abolished the Council of Currency in 1949, which was founded in London upon receipt of the new bank for the responsibility of the issuance of paper currency and retain reserves. The Iraqi National Bank continued to follow the conservative monetary policy and retaining percent of 100% of the reserves as a cover for the local currency. The National Bank of Iraq became is the Central Bank of Iraq in 1956. Its responsibilities included issuing and managing currency, controlling foreign exchange transactions, supervising, and controlling the banking system.

The CBI has kept government accounts and worked on managing government loans. All banks and insurance companies were nationalized on 14 July 1964, and banking was strengthened during the second decade. Following the devaluation of the dollar in 1971 and

1973, the value of the Iraqi dinar rose to the equivalent of \$ 3.3778 per dinar. By 1987, the banking system has consisted of the Central Bank of Iraq, Rafidain Bank, Agricultural Bank, Industrial Bank and Real Estate Bank. A 5% devaluation of the dinar led to a decline in its value to \$ 3.2169, the official price that continued until the Gulf War. In late of 1989, the black market price was 1.86 dinars per dollar. In 1991, after the Gulf War and given the imposition of an economic blockade, Swiss printing technology has no longer used, as new versions of paper currency of poor quality appeared. Given the excessive government printing of new securities, the dinar depreciated rapidly in 1995, reaching Dinar 3000 per dollar. The Banking Law has issued on September 19, 2003, making the legal framework for Iraq in the field of banking in accordance with international standards. The law seeks to enhance confidence in the banking system by establishing an open, safe, healthy, and competitive banking system.

5.2. Research Boundaries:

1. Timed Boundaries: refers to the period time that the researcher took to complete his research.
2. Place boundaries: including the borders of the Central Bank of Iraq.
3. Scientific limits: including the research variables (strategic thinking and organizational change).

4. Human Boundaries: the research sample included (general manager, department administrator).

5.3. The research sample

The sample has included some general managers, heads of departments, and officials of the divisions. The sample has amounting 30, as an essential part of the leadership class in the Central Bank of Iraq. Table (1) shows the most important information for the research sample. The sample was randomly selected not on the appointment from among the members of this community to be the random sample of this study. The random layer has characterized by objectivity in the choice, as far as possible; bias has avoided, as in other samples. This gives greater support to the objectivity and impartiality of this research.

Table (1) shows the basic information of the sample members

Gender	Male 13	Female 17			
Age	(21-30) No. 8	(31-40) No. 10	(41-50) No. 9	(51-60) No. 3	
Achievement	Bachelor of Issue No.14	Higher Diploma No.1	Master No.13	Ph.D. No.2	
Career Title	General Manager No.3	Department official 16	Division Official No.11		
Years of service	(1-5) No. 9	(6-10) No. 1	(11-15) No. 4	(16- 20) No. 7	21 above No.9

1. The proportion of females in the sample amounted to (17) which is equivalent to 57%, this is an indicator of the empowerment of women in the Central Bank of Iraq. This proportion is relatively high given the nature of the male society, but it is consistent with international statistics on its proportion in Iraq.
2. The age groups (31-40 years) have the highest percentage, which reflects of reliance on youth capacities to take responsibility.
3. The academic qualification is limited to my degree (Bachelor and Masters), this indicates that the leaders possess scientific qualifications that enable them to perform their work. In addition, the Central Bank of Iraq has the responsibility to develop its leadership in terms of providing opportunities for higher levels.
4. The proportion of departmental officials reached (53%) which is the largest percentage, which included the position of Director General. This is in line with the age group shown in the table above.

5.4. Information Gathering Tools

The researcher used a set of tools to collect information, data, and analysis to reach the results, including the questionnaire. The test (Split - Half) was used, the difference between the two groups was measured using the Man-Whitney coefficient for the calculation of significant differences. The results showed that there were significant differences between the two groups with a significant level (0.01) and the value of the test was (86%) indicating the veracity of the scale in all its paragraphs. The stability of the questionnaire is the rate of stability of the answer when the question is repeated at different intervals. The coefficient of the Alpha Cronbach was (93%), which clearly indicates a high degree of stability.

6. LITERATURE REVIEW

6.1 Strategic thinking

Strategic thinking is a process of thinking aimed at formulating an integrated strategy linked to the integrated structure of business-oriented decisions, the use of resources wisely and awareness, identify the area of competitive excellence, developing business strategies that have a greater chance of success, and add value to the customer. Strategic thinking is from the point of view Boon (2005) is not just thinking about what? And how? As a reflection of the traditional thinking, but rather the need to think about what should be achieved

the objectives of the organization and that affect the workers, competitors, and customers. Based on Nada and Ibrahim (2014) Strategic thinking is a set of cognitive processes that require interpretation, analysis, and evaluation of the information and ideas that make the organization a sustainable competitive advantage. Then the mental skill is combining with the dynamism of the process and in a more homogeneous mix. FL (2007) pointed out Strategic thinking is how to adapt and employ cognitive psychology, organizational thinking, and gaming theory to achieve the organization's goals and ambitions. The advantage of strategic thinking lies in its ability to contain, as well as continuity, which is an indispensable necessity in light of environmental acceleration which requires a high degree of flexibility is difficult to find outside this type of thinking. In order to study and understand the dimensions of strategic thinking, the dimensions of strategic thinking have been including by the researcher in Table (2).

Table (2) Dimensions of strategic thinking

Researcher Name	year	GT	CV	S T	TTh	SP	PA	GI	I	CP	IF	A	N	V
Blvd	2001						*			*	*			
Bonn	2005			*				*						*
Mintzberg	2005			*	*						*		*	
Haines	2006			*	*			*			*	*		
	2007			*		*		*						
	2007			*	*			*	*			*		*
	2008		*				*	*	*		*	*	*	
	2010				*					*				
	2015	*		*										
%		12 %	12 %	66%	44 %	12%	22%	55%	22%	22%	44%	33%	22%	22%

(GT= Game Theory, GV= Create value, ST= Systemic Thinking, TTh = Time- Thinking, SP= Solving problem,

PA= Personal Abilities, GI= Creativity and Innovation, I= Inclusiveness, CP= Cognitive psychology, IF= Intuition And Foresight, A= Analysis, N= Nonlinear, V= Vision).

According to the above table, the dimensions agreed upon by most writers and researchers can be determined whose views have been reviewed and received the highest four ratios of the total, as follows:

a. Systemic Thinking is a way to help of broadens horizons of thinking to see the world around us more comprehensively, and to identify the real causes of the events that lie around us, and deal with it effectively. "Systemic thinking must be a vital element in efforts to develop organizational processes" (Thornton, et al, 2014: 225).

b. Creativity and innovation: The importance of this thinking lies in the ability to generate ideas, which gives flexibility in adaptation, as well as breaking the deadlock, that is, he is able to change the rules of the game according to the requirements of the situation (Sternberg and Lubart, 1999). In the same vein, William states, "Creative thinking is the generation of new ideas from within through the fields of knowledge, symbolic actions, and traditionally applied" (William, 2014: 84). Hence,

Creativity and innovation are to look at a different angle from others or to see what others do not see it is imaginative thinking to create new ideas and ways.

c. Thinking about time: this dimension is pivotal in the thinking process because it relates to the consistent quality of decisions. The higher the strategic capacity, the less time it takes to make a decision (Thornton, et al, 2014).

d. Intuition and Prediction are a strategic thinker should enjoy capabilities. Intuition: It is the possibility of linking ideas, mixing, and shaping them in order to reach a new idea. Prediction is a possibility to see the current state of the world and its development in advance, and distinguish what can be avoided and influence and control of it (William, 2014).

6.2 Organizational change

Change is a function to make things different from their previous order in order to increase the competitive advantage (Hill and Jones, 2001). In addition, Change is the organization's response to environmental variables in a way that makes them better suited, and more adaptable (Daft, 2001). According to many scholars such us Roy (1989), Ahvja (1993), Stoner et al. (1996), Griffin (1999), Daft (2003) The change is adoption of new ideas and methods of work, the

modification of a substantial case in the functions and objectives of the organization to address the problems, and seize the opportunity to achieve growth with increase the effectiveness and efficiency of the Organization.

Organizational change begins with a position that needs to be changed, moved through the process of testing solutions and ends with the implementation of innovation (Burke, 2008). The change is in the interest of the organization, but it has imposed on them in most cases by virtue of the nature of the organization and its environment. Hence, "the organizational change is the imposed by the diversity of cultures within a single organization, whose members belong to dozens of countries and nationalities or to the multiplicity of cultures of organizations that are dealt with under globalization" (Osborn and Brown, 2009: 19).

7. DATA ANALYSIS

7.1 Describe of the search variables

The purpose of this paragraph is to describe the variables of the search in light of the sample responses of the questionnaire. The statistical tools represented by the arithmetic mean and the standard deviation of the highest and lowest answers to interpret the significance of this in a scientific manner based on the table (3).

Describe the sample answers for the paragraphs of the strategic thinking variable and its sub-dimensions:

a. Organizational thinking: is a key feature and one of the dimension of the strategic thinking. This dimension is represented four questions in the questionnaire. Paragraph (1) was achieved the highest mean (3.4), which is higher than the mean of (3) according to the fifth Likert scale. The value of the standard deviation was (0.9) indicating that the dispersion of the response from its mean medium was relatively low. Then, this reflects the organization's working contexts and the systems adopted in line with the thinking of the sample in question.

While, the paragraph (3) achieved the lowest mean of this dimension and reached (3.1), which is almost equal to the mean. The standard deviation of this paragraph (1), this indicates that there is some kind of dispersion in the answer, although the average responses are parallel to the mean. This means that the steps taken at the level of goals need to be something of precision and focus on strengthen of the capabilities that should be demonstrated by leaders.

b. Creativity and innovation: this dimension represents the essence of strategic thinking, and centered on mechanisms to employ it properly. In Table (3), it has found that paragraph (7) the response was opposite to the results, and the average response (3.7) is higher than the mean. This indicates that the samples have a good understanding of the organization's orientations, and employ this understanding In order to

create creative ideas in line with these trends. It is taking into account the value of the standard deviation of 0.83, it is relatively low, and this indicates a near response from the plausible medium and a low level of dispersion. The lowest of mean was within paragraph (8), and its value (3.2) it is higher than the mean medium. While, the standard deviation amount of (0.78) was a low value. It reflects the ability of the sample to change traditional views and transform obstacles into challenges that enable be overcome and sought to solve problems in order to serve the goals and future of the Organization.

c. **Time thinking:** this dimension has described as vital because it relates to the product of strategic thinking organically. In Table (3) above, it is clear that paragraph (10) achieved the highest mean of (3.6), which is higher than the mean medium and the standard deviation amount of (0.89) thus indicating a low level of dispersion. This means that the study sample has the ability to employ the time path based on the past to shape the future ideas. The paragraph (11) showed the lowest average of (3.4). The standard deviation has an amount (0.9). This indicates that the culture of time investment is interesting of the sample in all levels.

d. **Intuition and Prediction:** this dimension is one of the necessities of strategic thinking. In Table (3) above, it is clear that paragraph (16) achieved the highest mean of (3.7), and the standard deviation amount of (1) this indicating is relatively acceptable. In addition, points out that the sample sets several scenarios to face uncertainty, which gives them a high degree of flexibility in dealing with data. The paragraph

(14) showed the lowest average of (3.4). The standard deviation has an amount (0.86). This means that the answer to the sample was centered on the mean. This indicates that the sample needs to develop its capabilities in this regard, although it has achieved a higher than mean satisfaction, it places on them to strengthen their capabilities and develop them on a personal level to reflect the necessity at the organizational level.

Table (3): Highest and lowest mean, standard deviation
According sample response

No.	First / Strategic Thinking	Mean	Standard deviation
	a. Organizational Thinking		
1.	The context of the organization's internal and external work is clear to me.	3.4	0.9
3.	I put a specific steps to achieve the objectives in the near and long term	3.1	1
	b. Creativity and Innovation		
7.	I cannot understand the organization's orientation in terms of vision and mission.	3.7	0.83
8.	I see the obstacles as challenges that can be overcome	3.2	0.78
	c. Time thinking		
10.	I have the ability to harness the present for a better future.	3.6	0.89
11.	I think the culture of time investment is important at the personal and organizational level.	3.4	0.9
	d. Intuition and Prediction		
14.	I can simply read other people's ideas.	3.4	0.86
16.	I put several hypothetical scenarios for what can happen.	3.7	1
	Second / Organizational change		
	a. Organizational culture		
17.	The organization has a culture is prevalent	3.5	0.71
19.	The organization's beliefs believe in the need to recognize change.	3.4	0.8
	b. Organizational structure		
22.	The authorities and powers granted to employees commensurate with the size of the responsibilities entrusted to them.	3.6	1
23.	The organization suffers from a lack of effective communication between levels	3.4	0.85
	C. Employees		
25.	The organization's possesses human forces with high skills	3.3	1

	and abilities.		
28.	The organization has mechanisms to determine the need for new workers.	3.5	0.87
	d. Technology		
31.	The organization is seeking to create own electronic network (e-government) that has center is connected to branches.	3.2	.99
32.	The communication systems in the organizations are safe and approved formally.	3.8	.94

Source: Preparation of the researcher based on the outputs of the program (SPSS)

Description of the sample answers for the paragraphs of the organizational change variable and sub-dimensions.

a. Organizational culture: the prevailing culture in organizations represents an important pillar of change. In Table (3) above, it is clear that paragraph (17) achieved the highest mean of (3.5), it is higher than the average.

This indicates of the sample is confirms the existence of a culture of the organization which supports its and aspirations. The standard deviation amount of (0.71), this means that the dispersion is low in the answers and it has centered on the plausible medium, this is positive according to the data. The paragraph (19) achieved the lowest mean (3.4), and higher than the mean medium. This means that the organization's beliefs believe in the necessity of change in order to keep pace with development in an environment characterized by high uncertainty. The standard deviation value of (0.8), the dispersion

ratio is low and reinforce the agreement on the answers to this paragraph.

b. Organizational structure: all organizations have organizational structures, including those that promote change. According to Table (3), the mean response (3.6) is the highest value for this dimension, which was in paragraph (22). This gives the impression that the powers given to the bank's leadership give them a margin of ability to make a change. The value of the standard deviation of this paragraph (1) is relatively high with the scale is five. The paragraph (23) achieved the lowest mean assumption, which is an adverse reaction. Then, the researcher dealt on this basis. This indicates that internal - level communication is effective but needs to improve. The standard deviation of this paragraph (0.85) is relatively low. This means the distribution of the responses was close.

c. Employees: We can say that workers are the substance of change and through them the process of change takes place. The above table shows that paragraph (28) achieved the highest mean of (3.5) and standard deviation of (0.87). This indicates the sample agreement on the answer to the organization's ability to identify needs for change. Despite the fact of this matter is subject to many complications in the political and legal environment, but remains the organization needs to determine the employees within quantitatively and qualitatively. Paragraph (25) received the lowest average among the rest of the

paragraphs (3.3), while the standard deviation of this paragraph (1) is relatively high; it is acceptable as mentioned above. Thus, the sample believes that the organization possesses workers with capabilities, but this does not diminish the need to develop and strengthen them by providing professionals and academics with leadership positions.

d. Technology: technology has become an important challenge and motivation for change in organizations. In Table (3) above, it is clear that paragraph (32) achieved the highest mean of (3.8). This confirms that the organization relies on high communication techniques.

The standard deviation amount of (0.94), this means that the acceptable response of the direction of the organization to adopt modern technologies in its dealings with the developed countries in the field of banks. Paragraph (31) achieved the lowest mean of (3.2), which is higher than the satisfactory medium of course, and this is in the same context about the organization's attempt to make changes in the transition to e-government. The standard deviation value was (0.99) this is means the bank's need to be an improvement. Especially if we find a correlation between the variables of the study in question and this is what we will discuss in the next paragraph.

7.2. Relationships of Correlations and Effect

a. Relationships of Correlations: This paragraph illustrates the correlation between the main search variables and their sub-dimensions by using the correlation coefficient (Spearman). To testing hypotheses related to the existence of relationships between the main and branches research variables as follows:

1. The relationship of organizational thinking with organizational change and its dimensions: as shown in Table (4) the correlation coefficients indicate that three out of five relationships are achieving at the level of dimensions. It is clear that the level of morale in unrealized relationships is greater than (0.01) and (0.05). Therefore, the organization must take it upon itself to remedy the imbalance that led to this outcome.

2. Relationship of creativity and innovation with organizational change and its dimensions: the relationship of this dimension has been achieved an amount of 80%. Then, this correlation between this dimension and the organizational structure is not achieved; due to the level of morale (sig) was greater than the scientifically permissible limit. Therefore, the organization should focus on deepening this dimension and working to treat its.

Table (4) shows the correlation coefficient value and the mean level of the search variables

NO.	Variables	Organizational change	Organizational culture	Organizational structural	Employees	Technology
1.	Organizational Thinking	0.33 0.04	0.17 0.16	0.35 0.03	0.26 0.08	0.4 0.03
2.	Organizational Strategy	0.33 0.04	0.17 0.16	0.35 0.03	0.26 0.08	0.4 0.03
3.	Creativity and innovation	0.45 0.00	0.5 0.00	0.14 0.22	0.4 0.02	0.37 0.02
4.	Time thinking	0.32 0.05	0.66 0.00	0.76 0.00	0.74 0.00	0.81 0.00
5.	Intuition and Prediction	0.81 0.00	0.23 0.09	0.73 0.00	0.78 0.00	0.74 0.00

3. The relationship of time thinking with organizational change and its dimensions:

Table (4) shows that all correlation coefficients were achieved at a level of (0.01) except dimensions of organizational culture in which the correlation was at a significance level (0.05) that is morale significant correlation. The correlation coefficients were very high indicating a positive relationship. This indicates that the increased interest in the dimension of time thinking reflected positively on the variable in all its dimensions.

4. Relationship of Intuition and Prediction of Organizational Change and its Dimensions:

The values of the table (4) indicate that the correlations between these dimensions have achieved by (80%), but the only dimension in which correlation has not achieved is

organizational culture. Consequently, the organization and its leaders should reconsider the reasons for these results.

5. The relationship of strategic thinking with organizational change and its dimensions:

Table (1) shows that all the correlation coefficients are achieved between the two variables and by (80%), it is a rate acceptable to accept the main hypothesis and sub-hypotheses. Although, it has been not achieved five hypotheses out of among 25 hypothesis, strategic thinking had positively related with organizational change.

b. Effect relationships

This paragraph aims to test effect relationships of the search variables, which is consisted of strategic thinking as (independent variable) and organizational change as (dependent variable). Using the simple linear regression analysis technique as follows:

o test the second main hypothesis, the simple linear regression equation was used. The calculated value (F) or (36.6) is greater than of tabulated value (F) or (3.6) at the level of significance (0.01). This proves the effect of the first variable in the second variable. To test the effectiveness of the approved model, the value of (R²) has extracted of (0.57). This means, the rate of

(57%) has interpreted through this model and the rest is for reasons beyond. The value of the slope coefficient (β) is (0.75) this means, this means, that the change in one unit of strategic thinking is met by an increase in the organizational change of (0.75). Thus, the second major hypothesis has achieved.

Table (5), Results of the simple linear regression analysis of the main search variables

calculated value (F)	tabulated value (F)	R2	(β)
36.6	3.6	0.57	0.75

8. CONCLUSIONS AND RECOMMENDATIONS

In this paragraph, the most important scientific findings of the research are mentioned on the field side and then the appropriate recommendations are made:

8.1 Conclusions

1. Strategic thinking is an important skill that can enable of employed to achieve the objectives of the Central Bank of Iraq.
2. The research is proved that the level of strategic thinking abilities in the sample is fluctuating.

3. Research shows that organizational change varies in the possibility of achieving according to the nature of the organization under-investigated.
4. The results proved that strategic thinking needs a more flexible culture to accommodate such thinking.
5. Strategic thinking faces some complexity in the organizational structure.
6. The skill of intuition and predicted has become a science and must be developed by leaders, especially in the banking sector.

8.2 Recommendations

1. Empowering workers to enhance thinking capacity and employ them to serve the central bank.
2. Develop the strategic thinking capacities of the leaders through training courses and specialized workshops in this field.
3. Work to absorb the culture of change and create a suitable atmosphere for the employees to accept the process of change.

4. Work to reduce the complexity of the organizational structure and make it more suitable to deal with such kind of capacity.

5. The necessity of related the Central Bank of Iraq to scientific and academic institutions in order to enhance its intellectual assets and provide it with the necessary competencies to the change to keep abreast of developments.

REFERENCES

- AHVJA, K. 1993. **Management and Organization: a Text Book for i.c.w. Students**, N. Delhi, c. B. S. Publisher and Distributors. India.
- BONN, I. 2005. **Improving Strategic Thinking: A Multilevel Approach**. Leadership & Organization Development Journal. Emerald Group Publishing Limited, Vol. 26, N^o 5: 340. UK.
- BOON, I. 2005. **Improving strategic thinking: A multilevel approach**. Emerald, leadership & organization development, Vol. 26, N^o 5: 340. UK.
- BURKE, W. 2008. **Organizational Change: Theory and Practice**. Sage Publications. 2nd Ed. USA.
- DAFT, R. 2001. **Organization Theory and Design**. Ohio South western College publishing. USA.
- DAFT, R. 2003. **Organization Theory and Design**. Ohio South Western College publishing. USA.
- FL, T. 2007. **Strategic Thinking Skills for Port Leaders**. APA, Executive Management Seminar, Washington Post. USA.
- GALLIMORE, K. 2010. **Developing a tentative framework for strategic thinking**. Bhd. Thesis submitted to Manchester Metropolitan University Department of Business and Management. UK.

- GRIFFIN, R. 1999. **Management**. Boston. Houghton Mifflin Co. USA.
- HILL, C., and JONES, C. 2001. **Strategic Management Theory**. N.Y., Houghton Mifflin Company. USA.
- NADA, I., and IBRAHIM, Z. 2014. **The role of core competencies on organizational performance: an empirical Study in Iraqi Private Banking Sector**. European Scientific Journal, Vol. 1. ISSN: 1857 – 7881 (Print) E - ISSN 1857- 7431. Portugal.
- OSBORN, S., and BROWN, K. 2009. **Managing change and Innovation in public service organization**. London: Rutledge. UK.
- ROY, A. 1989. **Management and Organization Change**. N.J. Prentice Hall. USA.
- STERNBERG, R., and LUBART, T. 1999. **Concepts of creativity: Prospects and paradigms**. Handbook of Creativity. New York, NY: Cambridge University Press. UK.
- STONER, J., FREEMAN, R., and GILBERT, D. 1996. **Management**. Delhi, prentice Hall. India.
- THORNTON, B., PELTIER, G., and PERREAULT, G. 2014. **System Thinking: a skill to Improve Student Achievement**. The Clearing House. pp. 222-228. UK.
- William, C. 2014. **Higher-order Skills in Critical and Creative Thinking**. NC State University, USA.



**UNIVERSIDAD
DEL ZULIA**

opción

Revista de Ciencias Humanas y Sociales

Año 34, Especial N° 15, 2018

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.

Maracaibo - Venezuela

www.luz.edu.ve

www.serbi.luz.edu.ve

produccioncientifica.luz.edu.ve