Designing a Model for Developing Strategic Thinking of Islamic Azad University Administrators

Younes Rasouldasht[1], Jafar Beikzad[2*], Yousef Beagzadeh[2], Farhad Nejad Haji Ali Irani[2]

1. PhD student in Public Administration Majoring in Human Resources, Bonab Branch, Islamic Azad University, Bonab, Iran.
2. Department of Public Administration, Bonab Branch, Islamic Azad University, Bonab, Iran.

Purpose: The current research, which is of the grounded theory type, was carried out with the aim of designing a model for developing strategic thinking of Islamic Azad University administrators.

Methodology: The statistical population of this research is academic experts who have experience and education related to research in Azad University. The snowball method was used for sampling and the number of samples increased until reaching theoretical saturation, and finally 25 people were selected as the sample. To analyze the data obtained from the (semi-structured) interviews, the coding method was used in the grounded theory. In such a way that the data obtained from the interviews have been used in the three-step process of open, central and selective coding in accordance with the grounded theory process.

Findings: The findings of the research indicated that the causal conditions include 1. Individual factors, 2. Organizational factors, 3. Discourse creation. The central phenomenon includes the development of managers' strategic thinking, which includes 1. Individual dimension, 2. Intuitive dimension, 3. Systemic view. Contextual factors include 1. Cultural platform 2. Learning context 3. Psychological factors 4. Organizational independence. And intervention factors include environmental factors in two dimensions a) within the organization and b) out of the organization. The strategies include talent management in two dimensions a) (talent acquisition) b) recruitment and retention.

Conclusion: As a result, human resource empowerment activities, job satisfaction and performance of employees increases because the role of employees in realizing the organization's goals increases as a result of their empowerment.

* Corresponding Author Email: beikzad_jafar@yahoo.com

1. Introduction

Strategic thinking means seeing and understanding the bigger picture of the organization, where we need to go and how to get there. It means predicting opportunities and challenges and using that knowledge to guide the organization. An effective leader must be equipped with strategic thinking. However, just as importantly, it should fuel strategic discussions and, in doing so, strategic thinking, acting and learning within the organization. Ideally, the leader helps the team to see and understand the bigger picture even when the team members are focused on daily tasks. Simply put, strategic thinking and/or planning is comprised of three stages and specifies 1) where we are. 2) To be where we want; and 3) how we will get there. Six common components include: 1) Analysis tools. 2) Strategic goal; 3) values. 4) Vision; 5) main goals; and 6) action planning. We will review each component below (Bryson, 2019).

By increasing problems and the complexity of organization management, there is a greater need to provide a better solution and also to use more appropriate tools of strategic planning, because managers who have strategic thinking perform more effectively, and in fact, strategic thinking is considered as a complementary tool for strategic planning for organization "leadership", and it can help to systematically deal with organizational problems, understand opportunities, optimally allocate scarce resources and achieve the desired results (Monavvarian et al., 2012). .

One of the factors that prevent senior managers of organizations from taking advantage of new opportunities is the weakness of strategic thinking. Therefore, senior managers of an organization should be equipped with strategic thinking. Today, the country's economy and markets, like the world and the external environment, are in transition and change. In such a situation, past opportunities are lost and new opportunities for success are created. One of the important factors in taking advantage of these opportunities is the presence of strategic thinking in senior managers of organizations. Therefore, there is a need for senior managers to be familiar with the strategy approach. Among the features of today's business environment are complex and non-linear changes, continuous changes in intellectual angles, discontinuous and leap developments and competition without boundaries, and these features make it difficult to predict the future and increase its risk. Predicting the opportunities and threats of the environment as well as predicting (during planning) and reality (during implementation) are among the characteristics of strategic planning, and the lack of strategic thinking creates a big difference between prediction and reality and organizational efficiency disappears. In fact, strategic planning needs a balanced environment with continuous, stable changes and predictable and understandable action-reaction, and if there is no such condition, it loses its effectiveness. (Poursadegi et al., 2011).

In today's world, competition has taken on a new form, and continuous and long-term communication with customers is the most essential key to the organization's success. In such an environment, if the organization does not accompany itself with the changes, it is doomed. In order to coordinate with the ever-increasing changes and take steps towards the organizations' goals, it is necessary to change the managers' way of thinking and their mental transformation.

Meanwhile, strategic thinking is a process during which a manager or leader learns how to define his business vision through teamwork, critical thinking, and continuous improvement (Yagoubi et al., 2017).

From Mintzberg's point of view, strengthening and nurturing strategic thinking leads to the development of better strategies. He believes that managers who are equipped with strategic thinking capabilities are able to encourage other employees to find creative solutions for the success of the organization (Diyanatnezhad and Eirajpour, 2016).

Nowadays, strategic thinking is considered as a very important and valuable element in macro-management in organizations and business systems. From a general point of view, strategic thinking is an insight and understanding of the existing situation and the exploitation of existing opportunities. They create a competitive advantage by identifying and strengthening activities that create unique value for the customer. This is done by understanding the market rules and responding creatively to it. And this is a unique approach in the unstable and changing business environment. Strategic thinking appears in the form of simple and deep rules. These rules create a special mental model and will be the basis for daily decision-making up to the

overall direction of the organization. In fact, strategic thinking creates motivation and commitment for the organization and its stakeholders. (Gorbani and Gasemzadeh, 2015).

Therefore, intellectual capital, which is considered one of the intangible resources of the organization, can have an effect on the formation and implementation of strategic thinking in organizations, and on the other hand, the dynamics of the environment and rapid changes in the market have made strategic thinking a priority of today's organizations, among which are innovative and knowledge-oriented organizations (Feyz et al., 2017).

We all know that developing strategic thinking skills is important, but many people don't realize how important your professional development is to demonstrate these skills to your boss and other senior leaders. Demonstrating strategic thinking skills tells the bosses that you can think for yourself and make decisions that position the organization for the future. This ensures that you are not making decisions to decide in vaccum, but are considering how other sectors will be affected or how the outside world will respond.

When I help my coaching clients think more strategically, I emphasize that developing and demonstrating these skills are very different challenges. Developing big strategic thinking skills requires you to be exposed to strategic roles, synthesize extensive information, participate in a culture of curiosity, and gather experiences that allow you to identify your own patterns and connect the points using new methods. This is why high-potential and leadership development programs often include job rotations, cross-functional projects, and facing senior leadership—all of which accelerate the development of strategic thinking (Nina & Bauman, 2019).

Considering the importance of developing strategic thinking for the management of universities at the micro level and for the entire Azad University system at the macro level and today's competitive environments, and the existence of many paid and non-paid universities, the decrease in students due to the decrease in the population rate, real and unreal destructions and negative advertisements, and on the other hand, the bad economic situation of the country and also the university's movement towards a central strategy since 2009 which started with writing the 5-year strategic plan of universities and most importantly the current situation governing Azad university, which has brought stress and a feeling of a lack of job security with it. Accordingly, the present study will try to answer the main question of the research as follows. What is the model of developing strategic thinking of Islamic Azad University managers?

2. Methodology

The current research is of the grounded theory type. Grounded theory or grounded theory can help researchers in the fields of psychology, sociology, and humanities by providing a systematic and accurate method for conceptualization. The theories resulting from the grounded theory are derived inductively (from part to whole) from the studied phenomenon. These theories are discovered and developed through the systematic collection of data and information as well as their qualitative analysis. In the grounded theory, the research process does not start with a theory and then proving it, but the research process starts with a field of study and gradually the items related to the research topic are added. The statistical population of this research is university experts who have management experience in Azad University and management education related to the research. In the current study, the snowball method was used for sampling and the number of samples was increased until theoretical saturation was reached and finally 25 people were selected as a sample.

In the present research, the most important method of data collection was the use of (semi-structured) interviews. In the present study, after determining the topic and choosing the interview method, the overall planning of the interviews was designed. At the beginning of this stage, the focus of the research is determined in detail and the words, phrases, concepts, questions and topics related to the research were determined. Also, the information received from the interviewees was recorded by the interviewer during the interview

session and at the same time notes were also taken. In this research, to analyze the data obtained from the interviews, the coding method was used in the grounded theory. In this way, the data obtained from the interviews have been used in the three-step process of open, central and selective coding in accordance with the process of the grounded theory.

Research question: What is the model of developing strategic thinking of Islamic Azad University managers? In order to answer this question, the qualitative data collected through interviews were analyzed based on the grounded theory process.

3. Findings

In the present study, the interviews recorded after the implementation, were examined, conceptualized, and categorized line by line, through content analysis, and then the conceptual connection and common characteristics between the open codes, the concepts and categories (a class of concepts) were determined. Table 1 is related to open codes, subcategories and causal, contextual, interventional, phenomenon-oriented conditions and strategies and consequences that have been obtained as a result of this research.

Causal conditions: The analysis of the content of the interviewees' answers to questions such as their perceptions of the development of managers' strategic thinking and the factors affecting the development of managers' strategic thinking indicates the existence of three main categories regarding the causal conditions for creating the phenomenon under study, the open codes of which are provided in the following table.

Table 1. Open codes and categories related to causal conditions

Main category	Main category	Subcategories	Open Codes
Causal conditions	1.personal causes	a.internal characteristics	creativity, intelligence (specialized and general), verbal ability (speech), broad thinking area, intuitive vision,
		b.personality traits	Acceptance, flexibility, emotional maturity, perfectionism, conscientiousness, pioneering
		c.characteristics related to behavior	Practical and thoughtful, continuous teaching-learning, deconstructive, contestable, risk-taking, effective communication
		d.individual skills	Ability to make decisions, problem solving skills, analytical skills, negotiation skills, time management skills, effective communication skills with others, wide field of studies and knowledge
	2.organizational causes	Facilities available in the organization	Rules and regulations of standard systems, organizational structure, financial resources, service compensation systems and management support incentives
		Flexible organizational structure	Designing change and improvement processes, determining people with strategic thinking, encouraging change and improvement, job-related diversity, dynamic and flexible organizational structure, paying attention to emerging strategies
		Organizational Culture	Middle management participation, work environment full of positivity and honesty, relational conflict, task-related conflict, culture, ruling the organization, focus on the goal, good leadership
		Processes and systems	Compensation and reward systems, relationships and processes, problem solving

| 3. Creating discourse | Sensitizing | Creating psychological capacities, raising awareness at different levels, introducing deserving people in different ways, creating a sense of need |
| | Making meaning | Emphasizing the importance of developing strategic thinking in creating added value, designing a model for developing strategic thinking |

The central phenomenon: The central phenomenon studied in this research is the development of strategic thinking of managers, whose characteristics are presented in Table 2.

Table 2. Open codes and categories related to the central phenomenon

Central phenomenon	Categories	Subcategories	Open codes
Developing strategic thinking of managers	Individual dimension	Environmental awareness	Paying attention to the beneficiaries, understanding the internal and external environment of the organization
			Interpretation and compromise with ambiguities, paying attention to external opportunities, evaluating the internal and external environment, being alert to the environment, opportunism, observation
		Time horizon of decisions	Insight and foresight, mental perspective, knowing competitors, moving forward based on a scientific approach, accountability and objectivity
		Education	Ability to learn, teaching strategies, get familiar with current knowledge, experience and skills related to the job
	Intuitive dimension	Creativity	Abstract thinking, finding alternative solutions to solve a problem, ability to combine, being creative, deconstructivity
		Creating vision	Paying attention to long-term results, discovering competitive areas, recognizing the organization's strengths and opportunities, determining the future state of the organization's processes, the ability to create a vision, focusing on strategic non-strategy, a forward-looking approach
		Understanding strategic priorities	Creating a culture aligned with creativity and change, understanding strategic issues, prioritizing strategies, conflict management
	Systemic view	Effective decision making	Analytical ability, paying attention to the value chain, identifying the role of people, looking at the organization as interrelated components, effective decision making, operational thinking or identifying causal relationships

	Entrepreneurial thinking	Understanding hypothesis-oriented thinking, diverse mental patterns, ability to think conceptually, dynamic thinking with regard to behavior over time, ability to think creatively

Background conditions: The background conditions in this research include: 1- cultural platform 2 - learning background 3 - psychological factors 4 - organizational independence. The mentioned conditions are as described in the table below.

Table 3. Open codes and categories related to the background conditions

	Main category	Subcategories	Open codes
Contextual factors	1. Cultural platform	Organizational culture	Integration of values, compatibility, collective beliefs, organizational mission
		Professional ethics	Expertise, accountability, self-motivation, perseverance, purposefulness
	2. Learning context	Organizational learning	Learning, sensitivity to one's own and others' learning, three-loop learning
	3. Psychological factors	Cognitive context	Discovery, understanding of discontinuities, introspection, understanding of ambiguous issues
		Active and creative thinking	Romantic activity, agility of mind, changing the problem in order to discover it, analytical intelligence
	4. Organizational independence	University's independence	Establishment of specific university regulations, management from the inside
		B) Reducing politicization	Inability to be affected by the country's political changes, creating legal sub-structures, preventing restrictive laws

Mediating (intervening) conditions: In the present study and based on the content analysis of the interviews, one component and two dimensions were identified as environmental mediating conditions as described in the table below.

Table 4. Open codes and categories related to mediating (intervening) conditions.

Main category		Secondary categories	Open codes
Intervening factors	Environmental factors	Within the organization	educational barriers, structural barriers, cultural barriers and managerial barriers
		Out of the organization	Political barriers, social barriers, economic barriers

Strategies and consequences: In this study, talent acquisition and the recruitment and retention are the basic strategies for to reach the desired situation regarding the development of managers' strategic thinking and the development of organizational capacity, sustainable financial results and improving the position in the environment are presented as consequences.

Table 6. Open codes and categories related to strategies

	Main category	Secondary categories	Open codes
Strategies	Talent management	Talent acquisition	Creating a field of creativity and innovation, forming a talent pool, measuring talent
		Recruiting and retaining talent	Removing obstacles to the recruitment process, creating new methods of recruitment, modifying the structure

Table 7. Open codes and categories related to the consequences of developing strategic thinking

Main category	Subcategories	Open codes
Improving organization capacity	Empowerment and employees' satisfaction	Understanding the role of employees to achieve the goal; improving the job performance of employees; increasing employee satisfaction; strategic methods training; Succession; increasing the abilities and capabilities of employees; increasing learning in the organization; access to high-quality human resources; organizational commitment of employees; facilitating access to management funds; Creating management skills in the organization
	Development of information and management systems	Integration of management and information systems; Creating and strengthening appropriate information infrastructure in the organization; program orientation of the organization; central process in the organization; organizational excellence and growth; expansion of information infrastructure; development of information systems; development of management systems
	Development of organizational innovation	Continuous improvement of the quality process, increasing readiness for change
	Adaptation of technologies	Efficient technology, synchronization of the used technology with its changes; qualitative and quantitative development in the technology used; renovation and renewal in technologies
	Adaptation of the structure	Creating a structure for strategic management, optimizing the organizational structure, creating structural changes
	Effective risk and crisis management	Safety and maintenance of essential capabilities; ability to quickly respond to environmental changes; readiness to face possible organizational crises; empowerment in facing and removing external threats; effective management of organizational crises; risk management; empowerment in facing and removing internal threats; Institutionalizing the process of creative problem solving; management of organizational conflicts
	Relationship management and satisfaction of beneficiaries	Providing and maintaining the rights and expectations of the main beneficiaries; building trust among key beneficiaries; increasing the number of customers; increasing customer satisfaction; creating social values; stabilization of partnerships; expansion of organizational partnerships; ensuring the validity

		of the organization's functional results; win-win partnership with suppliers; expansion of interactions with institutions affecting performance; Satisfying shareholders
	Effective management of organization resources	Optimal management of human resources, money and time; activating stagnant organizational assets; maximum use of potential organizational capacities; avoid unnecessary expenses; optimal allocation of resources; optimization of financial resources; investment in infrastructure development
Sustainable financial results	Sustainable financial results	Increasing the yield of assets, increasing the amount, predictability of the financial results of the organization and its sustainability; increase in sales; achieving the organization's financial goals
Improving the position in the environment	Continuity of survival Competitiveness	survival of the organization in a competitive environment; Identifying competitive points and focusing on competitive advantage; Improving the strategic and competitive position of the organization; alignment and coordination of the organization and its goals with the environment; expanding the level of competitiveness; creating a competitive advantage in the organization

In this research, after studying the existing theoretical foundations and interviewing experts in the field of managers' strategic thinking, the main and secondary categories related to the phenomenon of strategic thinking of statistical managers and the final conceptual model were formulated as follows.

b. Pivotal coding: Pivotal coding is a series of procedures that connect data to each other through the link between categories and subcategories. In this way, pivotal coding refers to the process of forming categories (main and secondary). This work is done using a paradigm (exemplary model) to show the relationships between causal conditions, central phenomenon, background conditions, mediating conditions, strategies and consequences.

Selective coding (theorizing stage): The diagrammatic model presented for developing managers' strategic thinking is as follows.
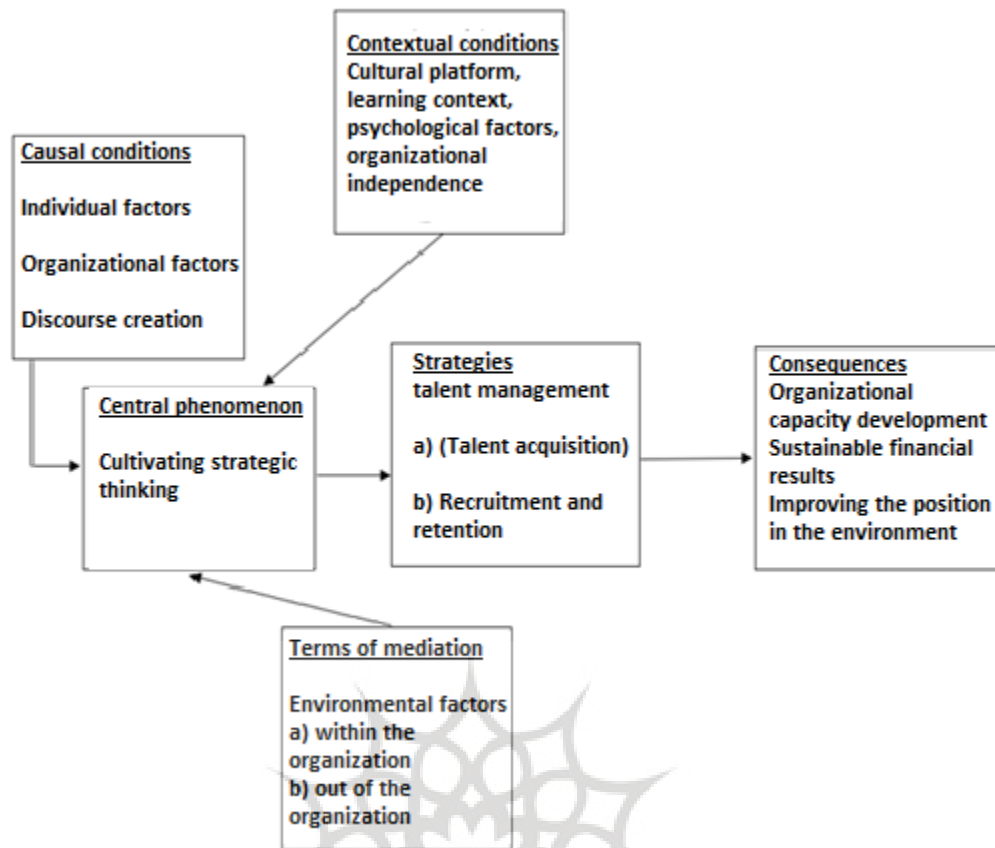
Figure 1. Managers' strategic thinking development model

In qualitative research, the accuracy and validity of data and findings is one of the important parts of the research process (Creswell, 2012). In fact, in quantitative research, data reliability is of great importance in the results section, but in qualitative research, at the same time, the validity of information is very important in the research process (Johnson and Christensen, 2008). There are various methods for validating the information in the grounded theory that the member checking and the external audit methods were used in this study (10 people from higher education managers), and after receiving corrective comments and consulting with supervisors and the advisor, the necessary editing was done, and the final model was presented.

4. Conclusion

The results of the study indicated that the causal conditions include 1- individual factors (inherent characteristics, personality characteristics, behavioral characteristics, individual skills) 2- organizational factors (organizational facilities, structure, flexible organization, organizational culture, processes and systems) 3- Discourse creation (creating sensitivity, creating meaning).

Ben (2015), Gerts (2012), Collins et al. (2010), Napier and Albert (2010), Akur and Inglist (2015), Inglist (2016), Lidka (2012), Pasalar, Shahbandarzadeh (2014) and Aghajanian and Rostami (2013) placed vision, intelligent opportunism, time horizon, creativity, systemic thinking and environmental awareness as effective on strategic thinking and in an individual level. Boon (2011), in his research titled "Promoting Strategic Thinking" has examined strategic thinking at both individual and organizational levels, and the current research has also considered these two groups.

Gorbanpour et al. (2010), Noran et al. (2013), Moshabbaki and Khazaei (2008), Talil Hana, Ibrahim (2011), Mesgarian (2010), Collins et al. (2010), Richmond (2013) and Abraham Austin (2015) have placed the organizational structure, organizational culture, processes and systems effective on strategic thinking at the organizational level.

The results of the research indicated that the central phenomenon includes the development of managers' strategic thinking, which includes 1) individual dimension (environmental awareness, time horizon of decisions, training) 2) intuitive dimension (creativity, creation of vision and understanding of strategic priorities) 3) systemic view (Effective decision making and entrepreneurial thinking).

The results of the research indicated that the contextual factors include 1- cultural platform, 2- learning context, 3- psychological factors, 4- organizational independence and intervention factors include environmental factors in two dimensions a) within the organization and b) out of the organization. The strategies include talent management in two dimensions a) (talent acquisition) b) recruitment and retention.

At first glance, strategic thinking in the shadow of developing organizational capacities causes development in organizational capacities, and strategic thinking leads to financial results and improves the position of an organization in the environment. Although no direct research has been conducted in the field of the impact of strategic thinking on organizational capacity, and most studies have sought to determine the impact of strategic thinking on organizational results and performance and have examined financial indicators, more than 90 percent of experts and specialists of organizational management, have associated strategic thinking with the development of organizational capacity. There are eight main concepts about the category of organizational capacity development, which are discussed below:

Not many models have been designed to check organizational capacity. Among the designed and common models in this field, we can refer to the organizational capacity framework of McKinsey Consulting Group (2017) and the organizational capacity model of Kolar Bryan (2011). These organizational capacity models are mostly used by experts and management consultants. The organizational capacity framework of McKinsey Consulting Group (2017) includes the dimensions of organizational skills, human resources, directional elements, strategies, infrastructures and culture and systems, and the organizational capacity model of Kolar Bryan (2011) includes elements such as knowledge capacity, capacity of human resources, capacity of information technology, capacity of financial resources, capacity of participation and commitment capacity of stakeholders are used to describe organizational capacity. The examination of the two mentioned models indicates that the eight elements counted in the current research cover the elements of the two mentioned models and in addition provides a more objective picture of the organizational capacity. Most of the experts agreed on achieving sustainable financial results and improving the organization's position in the environment, which is due to the development of organizational capacities.

Possession and use of special organizational resources are among the requirements of any organizational action in order to achieve any organizational result. Organizational strategies are no exception to this rule; and the requirement for implementing organizational strategies is to have enough resources. In fact, resource management has a great impact on organizational flexibility, in such a way that access to resources such as knowledge resources leads to high growth in business. Based on this, it can be said that one of the key elements of organizational success is the ability of companies to create and acquire resources, and organizations should make the necessary effort in recognizing and managing their strategic resources in order to achieve a sustainable competitive advantage. In fact, the strategic focus organizations on resource management; has both gained a competitive advantage and will also increase their performance. Of course, the important point in this context is the ability to find resources, so that resources must change into a capability to support strategies. In order to optimize resources, the organization must have appropriate marketing and management capabilities. The results of this research also confirmed that having strategic thinking leads to optimal management of resources (i.e., human power, time and money). In fact, strategic thinking has made the necessary investments in order to develop infrastructures through activating the stagnant assets in the organization and the appropriate and optimal allocation of resources and provides the possibility of maximum

use of the potential capacities of the organization in order to achieve the organizational goals. Examining and analyzing experts' opinions as well as theoretical findings led to the achievement of the central concept of "effective management of organizational resources", which is one of the important elements describing organizational capacity. This concept and its components explicitly and implicitly exist in the models of McKinsey (2017) and Bryan (2011) in the description of the organization's capacity, and in models such as the quality and standard management model and the excellence of the European Foundation, special emphasis is placed on the management of the organization's resources and their effect on the desired organizational results.

According to the results of the current research, the organization's macro and balanced view of resources is one of the necessities of sustainable success. In the macro view, managers can manage and conceptualize all the organization's resources; and in a balanced view, they can focus more on the more important resources in resource management. In the traditional view of the organization's resources, financial and physical resources were more important than human and intangible resources, but the modern view has assigned a special place to human resources and intangible resources, and in the modern view, human resources are justified as permanent strategic resources. In fact, human resources and their capabilities are one of the main categories in the management of other resources of the organization. Drucker (2010) believes that the center of the organization's performance is its human resources, and human resource management creates a sustainable competitive advantage in the organization. According to organizational management specialists and experts, strategic thinking focuses on organizational learning, and in this way, the abilities of employees are developed, the quality of human resources is increased, and managerial capital is formed.

Accoedingly, as a result of human resources empowerment activities, the satisfaction and job performance of employees increases because the role of employees in realizing the goals of the organization increases as a result of their empowerment. In the current research, the analysis of experts' opinions led to the creation of the concept of "employee empowerment and satisfaction", which describes organizational capacity from a result-oriented perspective. It should be noted that this concept is one of the empowering criteria and results of the excellence model of the European Foundation and quality management, and it is also included in the organizational capacity framework of the McKinsey Consulting Group (2017) and the organizational capacity model of Kolar Bryan (2011). The results of the present study also indicated that strategic thinking leads to the empowerment and satisfaction of employees and is provided through the necessary means of achieving desirable financial results and improving the position of the organization in the environment.

Undoubtedly, the development and integration of information systems creates the basis for effective decision-making in the organization, and the systematic development of management systems reduce disruptions in organizational processes and creates order and program-orientation in the organization. The implementation of management systems creates a suitable platform for the implementation of selected strategies, and in this way, increases the efficiency of performance indicators. The results of this research indicated that the effective use of integrated information and management systems is one of the symptoms of strategic thinking in organizations. In the current study, the analysis of experts' opinions led to the creation of the concept of "development of information and management systems", which describes organizational capacity from a result-oriented perspective. The existence of the element of "systems and infrastructures" in the organizational capacity model of McKinsey Consulting Group (2017) and "capacity of information technology" in the organizational capacity model of Kolar and Bryan (2011) indicates the validity and accuracy of the concept identified in this research.

References

Akbar Bahmani, Reza Zare, Mehdi Isaabadi, 2018, Analysis of the effects of effective strategic thinking on organizational learning and intellectual capital of the researched employees: one of the executive bodies of Qom province, Science Policy Journal, 9(1): 5-6

Ali Yasini, Marzieh Abdi *, Mohammad Taban, 2016, Identifying the components of strategic thinking based on the teachings of Nahj al-Balagheh, Nahj al-Balagheh research paper, 18: 55-75

Andrea J. Casey, Ellen F. Goldman, 2010" Enhancing the ability to think strategically: A learning model" Management Learning, no41, pp167-185

Bryson, John M. 2004. Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement. San Francisco, CA: John Wiley & Sons, Inc.

Dale E. Zand, 2010, Drucker's strategic thinking process: three key techniques", Strategy & Leadership, Vol. 38 Iss 3 pp. 23-28

Diante Nejad, Nasrin Vairajpour, Alireza, 2015, investigating the impact of strategic thinking on organizational innovation, International Conference on Management and Accounting, p. 2.

Faiz, Daud, Zarei, Azim and Mohsenzadeh Yeganeh, 2017, Examining the relationship between knowledge management and the formation of strategic thinking by explaining the mediating role of intellectual capital in knowledge-based companies, Strategic Management Research Journal, 70: 15-44

Fariborz Dartaj, Abbas Abbaspour, Sara Shariat, Ali Delavar, Ismail Saadipour, 2017, Designing a model for cultivating strategic and creative thinking in managers of the National Iranian Oil Company based on a mixed approach, Innovation and Creativity Quarterly in Human Sciences, 7(28): 175-218

Fariborz Dartaj, Abbas Abbaspour, Sara Shariat, Ali Delavar, Ismail Saadipour, 2017, Designing a model for cultivating strategic and creative thinking in the managers of the National Iranian Oil Company based on the Foundation's data approach, Quarterly Journal of Human Resource Management in the Oil Industry, 9(33) : 34-3

Ghorbani, Mahmoud and Qasimzadeh Mohammad Reza, 2015, investigating the relationship between the dimensions of managers' strategic thinking and the level of readiness for organizational transformation in the airports of Razavi Khorasan Province, Future Management Research Quarterly, 106: 17-29

Golmohammadi, Emad, Kafcheh, Parviz and Sultanpanah Hirsh, 2013, leadership styles and strategic thinking in an organization, Strategic Management Studies, 15: 114-93

H.K.S. Hanasini Athapaththu, 2016," An Overview of Strategic Management: An Analysis of the Concepts and the Importance of Strategic Management" International Journal of Scientific and Research Publications, Volume 6, pp124-128

Hamid, Shafizadeh, 2017, explaining the state of strategic thinking in the university and its relationship with organizational learning; A case study, Social and Cultural Strategy Quarterly, 27: 385-406

Javad Karimi, Homayoun Abbasi, 2016, Explaining the relationship between organizational learning and knowledge management with strategic thinking in the experts of the Ministry of Sports and Youth of Iran, Journal of Organizational Behavior Studies in Sports, 2: 18-28

Manourian Abbas, Aghazadeh Hashem and Shahamtnejad Mina, 2013, strategic thinking measurement in Tehran municipality managers, Tehran University Business Management Journal, 12: 129-146

Mehdi Navid Adham, Hamid Shafizadeh, 2018, investigation of the relationship between strategic thinking and intellectual capital with organizational innovation tendency among managers and experts of the General Directorate of Education of Tehran Province, Education Technology Quarterly, 14(1): 165-155

Mirakhori, Alireza, 2013, development of a strategic thinking model based on the Islamic-Iranian model (a case study of the General Department of Education of Tehran Province), thesis for the master's degree, Payam Noor University, Damavand Center.

Pasi Aaltola1, 2019,"Strategic thinking and accounting: potentials and pitfalls from a managerial perspective", Journal of Management Control, pp323-324

Poursadeq, Naser and Yazdani, Behrang, 2013, the effect of senior managers' strategic thinking ability on the success of small and medium-sized companies, Strategic Management Studies, 7: 143-159

Saadati, Amid Reza, Sayadi, Saeed and Ahangar Shorush, 2013, investigation of the relationship between types of leadership styles and the level of strategic thinking in managers of government organizations in Kerman, productivity management magazine, 26: 91-96

Samaneh Azarpour, Mohammad Aboui Ardakan, Arin Qalipour, 2014, the relationship between strategic thinking and the personality type of managers in media organizations, Iranian Management Sciences Quarterly, 40 series, p. 45

Véronique Ambrosini, & Cliff Bowman, 2005, "Reducing Causal Ambiguity to Facilitate Strategic Learning", Management Learning, Vol36, pp493-512

Yaqoubi, Maryam, Timourzadeh, Ehsan, Tahiri, Mahmoud and Tavakoli Mohammad Reza, 2016, investigation of the relationship between strategic thinking and innovation and productivity of managers of different levels in a military hospital; Journal of Medical Medicine, 6: 594-588