

# STRATEGIC THINKING AND STRATEGIC DECISIONS-MAKING

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## ABSTRACT

*The choice of strategy derives primarily from SWOT results, and the institution that develops a strategic plan does not take into account the importance of the core elements of the matrix (strengths, weaknesses, opportunities and threats) that will put themselves at risk and as a general rule managers should build strategies on what is best. It should be noted that most business organizations in all their activities and sizes are also elements of strength and elements of weakness, but the difference between them lies in the strengths and weaknesses and the extent of the negative or positive impact on the performance of work, and the analysis of the strengths and weaknesses of one aspect of strategic position, while the other side Opportunities and threats surrounding the organization. Strategic thinking appears in the analysis and linking of the results related to the data of the internal and external environment, so it is built primarily on the formation of comprehensive perceptions of the reality of the organization, which works as a strategic thinker on the present and future requirements.*

## FIRST: STRATEGIC THINKING

The strategic process is not a mechanical process, but it is based on the ability of the manager to deal with organizational problems in an innovative way. As the strategy begins to understand the basic characteristics of each element of the situation or the problem facing it, and then tries to use the maximum mental capacity to rearrange or form elements in the best possible situation, and the problems or situations facing organizations of a complex nature, To have the ability to think creatively (Moroccan/ 2000, p. 45).

Strategic intelligence is associated with a distinctive type of mental abilities that the manager or leader and strategic thinker need, which allows him to think comprehensively about the future of the organization, and to address situations of limited information and limitedness. This requires a broad understanding of the requirements of the surrounding environment and the search for the best ways and means that provide appropriate Achieving the

prestigious status and privileged location of the region through excellence over others (competing organizations) (Al-Nuaimi/ 2008, p. 170).

The strategic thinking in the analysis and the linking of the results related to the data of the internal and external environment, is based mainly on the formation of comprehensive perceptions of the reality of the organization, which works as a strategic thinker on the present and future requirements (Al-Naimi/ 2008, p. 140). Strategic thinking is based on the innovation and presentation of new ideas that competitors can only imitate at high cost, or after a long time (Salem/ 2005, p. 58).

## Who is the Strategic Thinker?

A strategic thinker can hold a job position in the organization, and may not be a director in the top or middle management positions, especially when he is a consultant or an administrative developer or a strategic perspective. In any case, the strategic thinker has the capacity to help him prepare and work to overcome the

various problems and situations that the Organization is likely to face or pass through in its present and future (Al-Naimi/ 2008, p. 135).

In the early centuries, there was an old saying that "leaders are born and not made", those centuries in which the king was born a king, and the prince holds his title in the cradle. However, this belief has lost its credibility due to the emergence of leaders who changed the course of life even though their origin was very humble. Simplicity, contemplation of their situation and a study of the curve of their lives, and found these leaders learned and blunted their leadership talents until they became already leaders of the Nabih.

In this regard, Vince Lombardi says: "Leaders are made and not born: they are made through hard work. It is the price we all have to pay for any worthwhile goal." (Al-Faqi, 2008, pp. 7-9)

The strategic thinking of the strategic thinker: The interaction of the strategic thinker with vocabulary related to the future makes him interact constantly with scarce and rare information under the rule of uncertainty, as well as increasing the risk and risk possibilities that necessitate accurate calculations and meditations to form coherent visions about the future.

The following:

- \* - Strategic Thinking.
- \* - Vision.
- \* - Strategic Decision.

Strategically, the strategist has a vision and strategic thinking that enables him to make strategic decisions in the face of dynamic and complex circumstances, as well as his ability to define the organization's long-term future and direction.

Based on the above, it is possible to discern the nature of the distinctive persons to whom the strategic thinking of the organization applies, based on the following patterns:

**Developer or creator:** It is characterized by being continuously offers successful and effective development proposals.

**Consultant:** who has consultative relations with senior management?

**Expert:** He is experienced and experienced in the occupation of multiple positions (and leadership),

which is characterized by relatively long service and prominent positions in the field of work.

**The intellectual creator:** He owns the ideas of creative and provide solutions to address the problems of non-traditional, Leadership is one of leadership areas less visible and more challenging, and the matter is not related to technology and research and development. But everything (Dorado / 2009, p: 139).

**Specialist:** He is the holder of the scientific qualification and known for his performance of difficult tasks that need specialization (Naimi/ 2008, pp: 135-136).

#### **Director as a Blueprint and Strategic Thinker:**

The manager is a man who believes in the company's constitution or its regulations. It starts its work from setting the plan and ends with implementation, passing orders, follow-up and supervising. There is no objection to the expiry of his career in following the details and adopting the decisions. P. 12).

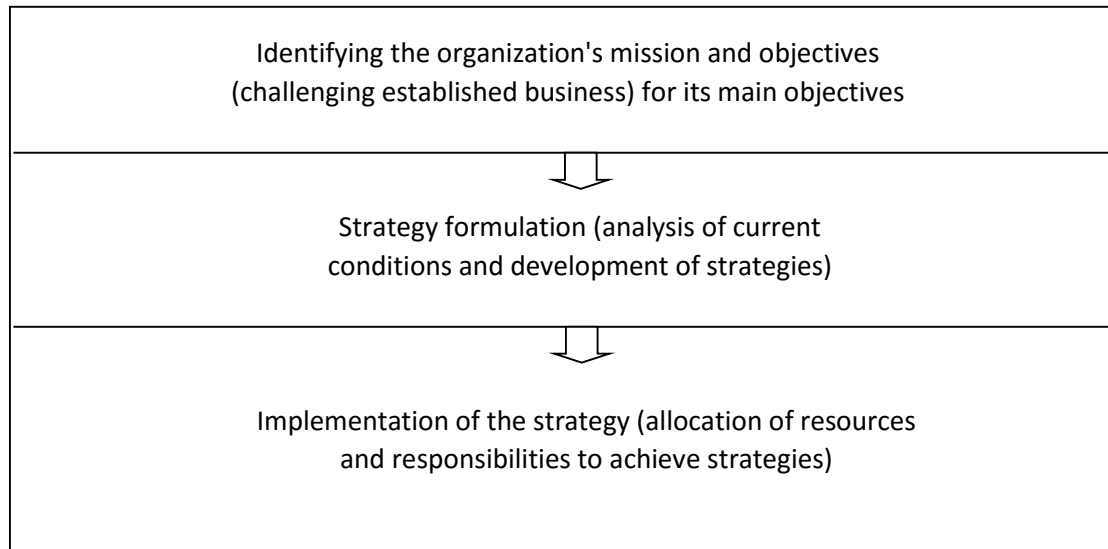
Buegelman points out that the manager's progress is related to the good reputation he enjoys when serving as department manager, head of department of one of the operational branches or more. Upon reaching the senior management level, he has achieved a very stable frame of reference that qualifies him to assess issues related to FAO strategies or ways of allocating resources (Khudairi / 1982).

These signals emphasize the importance of accumulating experience in leadership positions in the development of the capacities of the manager - the strategic thinker.

The role of the manager as a strategic planner is concentrated in three basic steps:

- A) Identify the mission and main objectives of the organization.
- B) Formulating a strategy to achieve mission and goals.
- C) Select a method for allocating FAO resources to implement strategies.

Three steps in the strategic role of the manager



Many researchers also add a fourth step related to the stages of strategic management (based on the duties of the strategic manager to monitor performance and evaluation in order to develop the strategy and implementation mechanisms for the coming years in a manner that is consistent with changes in the surrounding circumstances. The former shows the importance of the strategic role of the manager as it is no longer sufficient for the manager to perform his or her traditional functions (planning, organization, direction, control) and its continuity and maintaining its job position are linked to the new tasks that it must master and based on the contents of the strategic management. This will certainly require that they be able to deal with the phenomena and situations imposed by the conditions of development and competition in the work of organizations, and therefore the need to seek to develop and develop contemporary skills related to the future visions and the comprehensive perspective of the surrounding environment of the internal and external needs to respond to and adapt to their variables, including its leadership and impact, in order to achieve a distinguished position among the competitors and increase its market share now and in the future.

Rosemary identified the managerial skills that future managers need in the 21st century, which can be linked to the strategic thinking of the following:

- Be change-oriented and effective in sense and predict change.
- Be capable and think strategically looking at the picture as a whole.
- Be able to think as he works, and well to make decisions quickly.
- Be aware of and take into account the different stakeholders of the future organization, where complex and new relationships with partners, allies, joint ventures and others, are expected to be commonplace.
- Risk management and failure tolerance.

**Strategic thinking:** The strategic thinker occupies an important and distinguished position in large companies and developed countries. It represents the focus of its attention to the challenges, the ability to perceive the future, determine the direction of business, and the long-term trends of the organization and the requirements of its environmental conditions.

The manager or the administrative leader currently needs to have the specifications of the strategic thinker, and at the very least to adopt or support and assign those who have intellectual capabilities and special specifications to enable them to:

- Building perceptions and insights on what can happen.
- Determine the next steps in the light of business requirements and trends, in addition to the nature and level of competition by companies, countries or potential markets.
- Preparing the necessary preparations to meet changes in the surrounding conditions and means of strengthening them.

On this basis, the abilities of the "strategic thinker" are concentrated in systematic thinking based on learning theory, drawing his intellectual abilities from his internal sources (his personal experience, his experiences and experiences) and from his external sources (his relations within the community and his functional relations, ideas and information belonging to others).

If some managers or leaders can be described as strategic thinkers, others cannot be described as well. A distinction can also be drawn between the strategist and the manager based on the manager's understanding of himself and the nature of the job requirements he occupies.

In this respect, we can return to Hinterhuber & Poop's 10-question portfolio in 1992 in their strategist or just a manager are you, focusing on: Brust (2001).

- Do I have a pioneering vision?
- Do I have a competitive advantage?
- Do employees in my department use their ability to work for the company?
- Did you contribute to building an organization that implements my vision?
- Does public culture (corporate culture) fit into strategies?
- Do I contribute to identifying trends and showing new entries?
- Am I lucky in my life to some extent?
- Do I have contributions in the field of community development and self-development?
- Do you own a philosophy (inclusive)?

- Did you involve line managers in strategic planning? (Naimi/ 2008, pp. 138-140)

\* Strategic Thinking: Strategic thinking in the analysis and linking of results related to the data of the internal and external environments, so it is based primarily on the formation of comprehensive perceptions of the reality of the organization, which works as a strategic thinker on the preparations of the present and future requirements.

1- Concept: Mintzberg explains that the thinking of Alalstrategi: the process of synthesis resulting from the good recruitment intuition and creativity and future news of the Director and employees of the Organization to deal with the environment to determine the future vision and the direction by which to work based on a holistic perspective integrated. (Capowski, 1994)

It is also explained by Carrat as a "rational and logical approach to guiding the organization and moving it from traditional administrative processes to how to cope with crises" through a clear vision based on the analysis of dynamic factors (both within and outside the organization) to achieve change in the environment.

Strategists often rely on their mental activity to deal with problems and analyze different situations and circumstances to facilitate the task of moving forward. The mental activity ensures that the strategic perspective is not just thinking about what to do, but how to create the necessary inventions and means to do those things Vision in line with the strategic objectives of the Organization. On this basis (Saleh) refers to the existence of a set of personal abilities and organizational qualities that highlight the personality of the strategic thinker on the other, as it is unique in the thinking used to solve problems and deal with situations with a strategic dimension. (Certo, 2003)

These capabilities can be embodied in the unique vocabulary and dimensions addressed by researchers and specialists in strategic thinking such as: (strategic vision, intuition, meditation, insight ...) that enables the strategic thinker to form inclusive perceptions of the future of the organization in which he works. Based on the analysis of the current situation requirements based on the results of the past, it is

necessary to measure the rationality and logic of the thinking process in achieving the strategic objectives and the possibilities of drawing an integrated picture of the prospects for success in the long term.

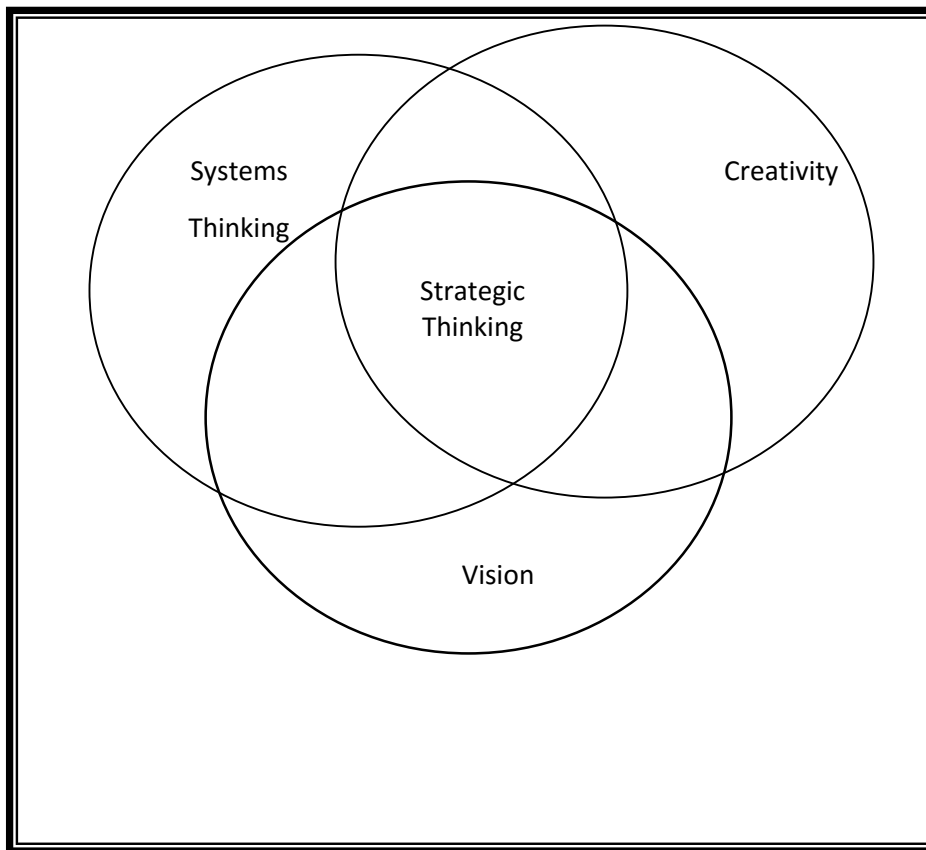
Based on the studies and opinions of the researchers, Boon identifies elements of the strategic thinking components of the following:

- Systems Thinking.
- Creativity.

- Vision.

- The strategic thinker should employ his or her abilities to think systematically in order to develop solutions to problems and seek new entrances based on insights into the best ways of doing things. Heracleous stresses that the purpose of strategic thinking is to discover the new, to conceptualize strategies and to see about the likely future, and more clearly (the difference from the present) (Daft, 1991).

Elements of strategic thinking  
According to Boon's point of view



**Dimensions and implications of strategic vision:**

The following are the basic dimensions and contents on which the strategic thinker's vision can be based. His mental activity depends on his ability to invest in the capacities associated with these intellectual contents which can enhance his role in achieving the strategic objectives of the organization:

**Vision:** One of the most prominent contents in the field of strategic thinking, he described the porter as "the heart of strategy" and defined the vision as: (Daft, 2001)

- The art of visualizing objects.

- The desired state of the organization's future that reflects the ambitions of the strategists. (Davis, 1985)

This is a framework for holistic thinking based on logic and awareness. It shows its importance in identifying desired directions for the future that require an early understanding of the possible changes and ways of creating the right atmosphere for developing the organization's potential in preparation for the next stage.

The visions of the future are the catalyst for changing the present on the basis of the availability of the possibilities available to reach the desired future.

On this basis, the vision can be summarized as follows:

- Create a clear picture of future aspirations and expectations.
- Try to understand the reality and determine the nature of the required preparations.
- Set challenging goals to reach advanced competitive positions in the long term.

The important question is, how can a strategic thinker achieve interaction with others through his vision of the future of the organization?

The answer to this question is that the success of the strategic thinker depends to a large extent on his ability to convince others accurately and logically based on his personal experience and information related to the reality and future of the organization.

The answer to this question is based on the success of the strategic thinker depends largely on his ability to convince others accurately and logically based on his personal experience and information related to the reality and future of the organization.

The unifying of the employees' attitudes drives each of them to contribute - according to their abilities and functional responsibilities - to provide accurate information or to participate in the ideas and proposals that should be evaluated by the strategic thinker to decide the levels of benefit, and thus develop the executive programs that senior management can adopt based on their positives and extent Aligned with the Organization's strategic objectives.

Hinter Huber & Poop points out that vision does not mean the goal but is a point-oriented point that guides the movement of organizations in a particular

direction, and can complement and guide the organization in the right direction. It is also more realistic and addresses the feelings and intelligence of the workers (Konopask, 2003)

One of the priorities of the strategic thinker is to provide a mature vision that can contribute to the leadership of the organization at the level of departments and individuals in the direction of achieving the aspirations of the future, and how to face the multiple possibilities and general conditions. In order to enhance survival and obtain a better competitive position. From our point of view (unifying trends towards the desired future situation), and to achieve this goal cannot be reached unless the strategic thinker seeks to create a state of interaction with others to ensure their attribution, both at the senior management level or at the lower administrative levels.

Vision is linked to the inventions of the strategic thinker, and its implementation is related to the acceptance and the conviction of others and their attribution, and as a result leads to the creation of common goals that require cooperation to achieve them as part of the aspirations of all.

#### **The dimensions and implications of the strategic vision:**

Imagination: The basis of the formation of the "vision" of the strategic thinker, and was based on a lot of philosophical theories and theories related to psychology and behavioral sciences.

The visualization process aims at the mental activities associated with the development of the ability to predict the future using methodological methods based on conscious analysis.

The concept of perception is largely intertwined with the concept of "imagination", with some focusing on the basis of "man trying to imagine and understand natural and human events from the beginning of creation" (Goleman, 1998).

This is a confirmation that the perception is broader than the imagination in the absolute sense that is linked to dreams and aspirations. The concept is based on the strategic perspective on certain data and calculated indicators. This includes understanding and



understanding the requirements of the circumstances and the possibilities of implementation for the coming period.

**Intuition:** One of the areas of decision-making. The strategic thinker is often based on his intuitive abilities to predict what can happen and thus take practical steps to ascertain his expectations and chart a picture of future success by maturing the ideas associated with the inner feeling.

The intuition is a quick mental perception of the circumstances of the decision based on previous experiences without reference or focus on the concrete thinking of the subject matter to be decided (Goleman, 1995). The intuitive decision making process is not administrative or unreasonable because it is based on years of Experiences and experience that enable managers to find quick solutions to problems without much interest in hectic calculations and guesses (H.Agor, 1985).

Therefore, to resort to intuition does not mean leaving rational or logical thinking, but the use of intuitive ability in the service of rational thinking, and the strategic thinker can develop his abilities in this area by trying to use the instinct or so-called (sixth sense), which gives the individual the possibility of feeling that trends Or making a decision that will lead the organization to success even if full information is not available or even in the absence of indicators at present for its potential or potential for achieving it. The specifications for using intuitive capability are as follows:

- Predicting prediction through intuition by trying to understand directly the requirements of the surrounding circumstances based on experience and experience. The search for ideas and multiple alternatives that enhance the possibility of successful decision based on intuition.
- The possibility of using intuition in the circumstances of extraordinary decisions, which require the speed or unconventional perceptions of certain subjects of the future and require decisions.
- Involve others (subordinates) in the stages of assessing the nature of the decision based on the intuition and the procedures required to implement. In an effort to create a common understanding and the

collective support of ideas and ways to implement them.

**Insight:** Foresight is the ability to discover, rather than predict, a likely future (Hellriegel & Slocum, 1992), so it means trying to approach the possibilities of what can happen in the future and depends on a set of foundations centered on:

- Situation analysis or situations.
- Understanding and understanding the relationship between variables and objects surrounding a subject.
- Establish clear milestones for future developments.
- Report on actions and activities to be undertaken in the direction of expected developments.

In every step, foresight or foresight is built on calculated accounts that distinguish it from the imagination or the prediction of what can happen later on.

The strategic thinker in the organization tries to benefit from his interaction with others to assess the reality of what is going on based on him in developing his ability to foresight to clarify the nature of the developments required, and to identify the mechanisms and ways of future work, and the senior management can benefit from the capabilities of the strategic thinker in the foresight by adopting Programs for the training and development of subordinates, during which the cases and problems of the organization are presented, and asking them to evaluate and form perceptions about them and propose suitable solutions to address them in the future.

And enhance the ability of the strategic thinker to see whenever he can interact with others and work on forming field teams for subordinates who are closely related to how things are considered and interpreted in the direction of identifying future developments and the steps required to invest the collective effort towards responding to these developments and investing them. In favor of the Organization.

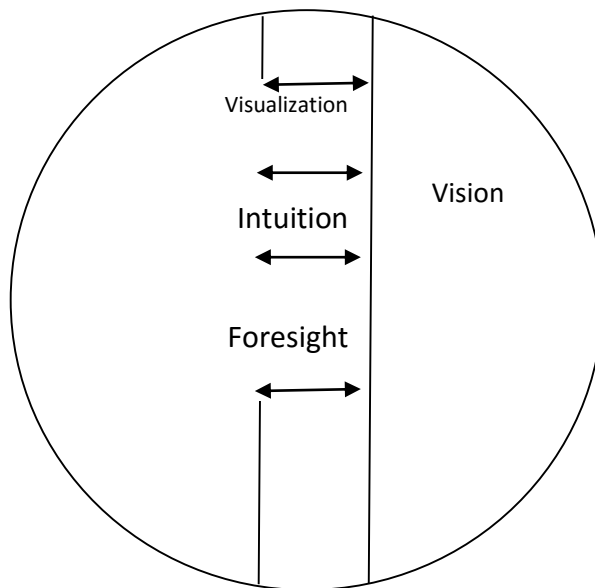
**Perception:** The Creator distinguishes human beings on the basis of their ability to understand things and their awareness of the mind, and the extent of relying on the previous knowledge and experience in the verse: (And that is the best we multiply to the people and what is reasonable only science) (Al-Ankaboot verse 43).

This extraordinary ability of man has been made available to allow him to subject the problems and problems he faces to analysis and interpretation, leading to the likely results of accuracy in many cases. The awareness is defined as: (the picture in which the individual organizes the experiences he experiences and the impressions (Heracleous, 1998). It relies on Cognition Theory. The analyst's understanding of the business requirements that exist in his environment,

his understanding of what the future of the organization should be, gives him the ability to understand what is happening around him, trying to adapt to it, or controlling it, and proposing appropriate solutions and treatments to move forward with confidence and deliberate steps.

The process of awareness requires interaction and cooperation with others in order to clarify some aspects related to the subject to be understood and to create a comprehensive picture of it, especially if the presented situation requires multiple experiences and different disciplines to be able to understand and understand its contents and dimensions, and thus assess the type of procedures and the nature of the work to be accomplished.

**Strategic vision dimensions**



It is noticeable from the review of the multiple dimensions of vision that they overlap with each other to complement each other. The strategic thinker needs to have a clear vision on the future of the organization through which to achieve excellence and superiority over others, and this can be built only on the basis of the capabilities related to perception, Insight, intuition,

and cognition that are fundamental contents of the dimensions of the strategic thinker.

The following table provides a brief summary of each dimension and its role in extrapolating and anticipating the future of the organization.

The basic contents of the dimensions of the vision of the strategic thinker



Dimensions What is vision	Guaranteed A desirable situation in the future reflects ambition and how to achieve it
-Visualization -Intuition -Foresight (foresight) -Perception	- A basis in the formation of vision and depends on the ability to look ahead. - Use of the intuitive ability to assign mental thinking. - Exploring the future based on an analysis of the current situation and possible future situations. - Understand and understand things based on prior knowledge and experience

**Strategic decisions:**

Strategic decisions are characterized by a holistic dimension and are related to the long-term future of the Organization (Macmillan & Tampoe) Strategic decisions are usually taken under risk and information scarcity. Therefore, they are distinguished from the rest of the decisions in terms of their comprehensiveness, ability and sensitivity to the topics they address because of their importance to the organization as a whole, as well as to the time dimension associated with the future. On this basis, strategic decisions are characterized by three characteristics: Hicks & Gullett (1981).

**Rare:** that is, they are unusual and generally have no precedent to be followed. - **Consequential:** Requires substantial resources and requires great efforts from individuals at all levels of management.

**Guidance:** Strategic decisions or precedents for future decisions and actions of all organizations.

The skills of the strategic thinker are embodied in the characteristic mental processes that allow him to view and interpret things by:

**Synthetic:** Any study of the parts and their synthesis and then logical installation in the brain to understand the implications of a comprehensive perspective.

**B) Divergent:** working to emphasize diversity and diversity by adopting a different intellectual line that achieves excellence and distinction from others.

**Creative:** includes creativity and creativity to discover what is new and develop what is old or known.

Therefore, the skills of learning and strategic thinking are classified according to two basic levels:

- Thinking skills of the highest level include: (calendar, composition, analysis).

- Thinking skills for the lower level include: (application, understanding, knowledge).

The strategic thinker can contribute to strategic decision making either on the basis of his job position - if he occupies a leading position in the organization - or because he has a broad vision and information that makes him able to convince others of his point of view. It is characterized by creative solutions to potential problems that the organization may face, it is also more able - based on the above - to look for new opportunities, to provide alternatives or to create ideas and proposals that support the Organization's long-term strategies (Al-Nuaimi, 2008, pp. 150-152).

**Second: Strategic Decisions**

The strategic decision is different from other decisions in terms of coverage and length of coverage. The strategic manager should know the basic characteristics of the strategic decisions and the importance of differentiating them from the operational decisions, because showing the difference helps us to sort the organizations that are strategically managed by other organizations that are managed in ways other than Strategy and are therefore subject to failure, and the following to mention these characteristics:

(A) Strategic decisions Strategic decisions are characterized by the following characteristics:

- **Central:** The strategic decision is taken at the highest administrative level of the Board of Directors, the Director General and his assistants, for their knowledge of the

organization's potential, resources and environmental conditions.

- Long-term: The strategic decision covers a long period of time, and some strategic decisions may extend to the entire life of the Organization.
- Scarcity and lack of repetition: The strategic decision is rare, it is unusual and does not have precedents to use it.
- Imperative: The strategic decision is an inevitable decision that the organization must take in advance so that it can be based on other administrative and operational decisions. These are decisions that are directed as the priorities of other decisions throughout the organization.
- Low number compared to operational decisions because they are comprehensive, and therefore not detailed decisions but focus many points in one strategic decision.
- Decisions are made in the light of uncertain information and many experiences are involved in the analysis and use of such information. The information used in these decisions is dominated by information (ie opinions) rather than quantity.

B) Operational decisions: Operating decisions are characterized by several characteristics are often contrary to the decisions of the strategy, and the most important characteristics include:

- Decentralization: Operational decisions are decentralized and at lower administrative levels (operational divisions).
- Short-term and frequent: operational decisions are often short-term and repetitive on a daily, weekly or monthly basis.
- Confirmed and available information: Operational decisions describe the information they need easily from within the organization.
- Quantitative dimension control: The operational decisions show the output levels that the organization is working on producing by showing their characteristics, dimensions,

measurements, degrees, and detailed forms. (Salem / 2005, pp. 60-62)

### THIRD: MODELS OF STRATEGIC DECISION-MAKING

Some strategic decisions are made quickly by a certain person (often the owner or the company manager), where he has a creative idea quickly and is easily able to convince. While other strategic decisions need more time and involve others, (Mintzberg, 1973, p. 44-53) presents four basic models or methods of strategic decision-making:

1- Entrepreneurial Mode: The strategy is formulated here by an influential person and the focus on opportunities, through the problems and costs and ranked second, and the strategy is guided here by the vision and direction of the founder of the company, and are fundamental decisions and critical, and the main objective of this model is the growth of the organization through opportunities. Certain may not be recognized or offered by competitors.

Adaptive Mode is sometimes referred to as the Muddling Through business because it is a major problem in strategic decision making with reactive solutions to existing problems rather than looking for new opportunities before they occur. This is because the organization works in a difficult environment full of problems or crises, which makes it adapt to these constant threats or adapt to some opportunities, but not search them in advance. The strategy is often fragmented here to move the organization forward and in partial steps because of multiplicity. It eliminates the needs of water Meh, and the limited energy strategy maker to meet these needs, the Director noted here that he has the flexibility and freedom to adapt to the needs Ollanah (stapes/ 1999, p. 76).

3. Planning Mode: This model collects the required information a systematic way to complete the process of strategic analysis, and come up with a number of strategic alternatives, and then choose the most appropriate strategy to the situation, and includes this form of the pre-search Proactive Search to win new opportunities and therapeutic solutions Reactive Solution Which reflect reactions to existing problems (Wheelen and Hunger, 2004, p: 19).

4. Logical Instrumentalism: At times, the organization may resort to a mixed model. The change is a synthesis of the three previous models. This model looks useful when the environment is constantly changing. When it is important to build collective awareness and develop the resources needed by the organization Commitment to a specific strategy (Quinn, 1980, p: 58).

#### **FOURTH: THE STAGES OF THE STRATEGIC DECISION-MAKING PROCESS**

Although the majority of researchers in the Department of Strategy agree that no one of these four models can be considered the best and most successful model in all situations or circumstances that the organization is going through, we tend to nominate the schematic model as the basis for the strategic decisions. The most rational and the best way to make strategic decisions, and encourages us to adopt the model, not because it is more analytical and less politicized than other models, but also because it is more appropriate to deal with complex and ever-changing environments. Accordingly, we propose that the strategic decision-making process be composed of eight interrelated steps, as follows:

**First:** To evaluate the results of the current performance of the Organization in terms of: Return on investment, profits, etc.

(B) Current message, objectives, strategies and policies.

**Second:** Examination and Evaluation of Strategic Directors: Board of Directors and Senior Management.

**Third:** Survey the external environment of the organization in order to identify the strategic factors that represent opportunities and risks.

**Opportunities:** These are the circumstances surrounding the organization in a particular place in the market and in a specific period of time, and the organization can exploit these conditions in achieving its strategic objectives (Thompson & Strickland, 1996, p: 94).

The Organization, which has an industrial opportunity and does not exploit and invest in it, is flimsy, because opportunities are not repeated due to the connection with the factors of time and place.

It is worth noting here that the successful organizations do not wait for the opportunity to come to them, but must be diligent work, and research to create, and exploit, and maximize its objectives, and to achieve competitive advantage.

Factors in the external environment of organizations often take a position towards the threats you expect. Threats are those potential events that, if they occur, will cause a threat or negative effects to the organization. Threats are the entry of new competitors, low market costs, increased competitive pressures, and the growth of bargaining power at buyers and processors, and changes in consumer tastes...Etc.

Opportunities and threats alone do not affect the attractiveness of the Organization's position, but are shared by the force and vulnerability elements. The strategy should aim at:

1. Seize opportunities that are appropriate to the Organization's potential;
2. Provide defense against external influences.

The quadratic model of the SWOT matrix remains of great importance in determining the strategic position of the organizations, as it includes an analysis of the strengths and weaknesses, opportunities and threats surrounding the organizations, and their contribution to drawing conclusions against which the strategic direction of organizations is determined (Periodic/2005, p. 159).

**Fourth:** Survey the internal environment of the organization in order to identify the strengths and weaknesses of the strategy.

**Strength:** are some of the things available in the organization that contribute positively to the work, or characteristics that give the organization good possibilities that reinforce the elements of power and contribute to the completion of work with great skill and experience. (Thompson, 1996, p: 92)

The strengths of business organizations are the efficiency of financial resources, the availability of managerial and organizational competencies, low production costs, the existence of an extensive product marketing network, high competitiveness, high market advantage, better organization, strong belief, strong reputation and technology. The best of services for the consumer. The strength of the organization is also to enter into joint or cooperative ventures or alliances

with partners with experience and high performance in order to enhance their position and superiority in the industry (League / 2005, p. 155).

Weaknesses are some of the points that indicate a lack or lack of potential in the organization, especially comparing its resources with the resources of the competing organizations, or the situation that makes it unable to compete or force it not to reach the competitive advantage. The weaknesses in the organization are characterized by non- The lack of facilities, the lack of financial and human resources, the failure of research and development, the weakness of the distribution network, marketing skills below average, and the costs of the productive unit are high compared to other competitors. Therefore strategic managers should recognize the importance of weaknesses and identify them for the purpose and measuring their damage, and minimize the negative effects. On the same line, managers need to look after the elements of power, determine the relative importance of each element, and contribute to the organization's competitive edge in industry (Murdick & Mormer & Zimmerer, 1976, p: 76).

The choice of strategy derives primarily from SWOT results, and the organization that develops a strategic plan does not take into account the importance of key elements of the matrix (strengths, weaknesses, opportunities and threats) that will put themselves at risk and as a rule managers should build strategies on what is best It is worth mentioning that most business organizations in all their activities and sizes are also elements of strength and elements of

weakness, but the difference between them lies in the degrees of strength and weakness and the extent of the negative or positive impact on the performance of the work, and represents Strengths and weaknesses analysis of one aspect of determining the strategic position, while the other side is represented opportunities and external threats surrounding the organization.

**Fifth:** Analysis of strategic factors (SWOT) for:

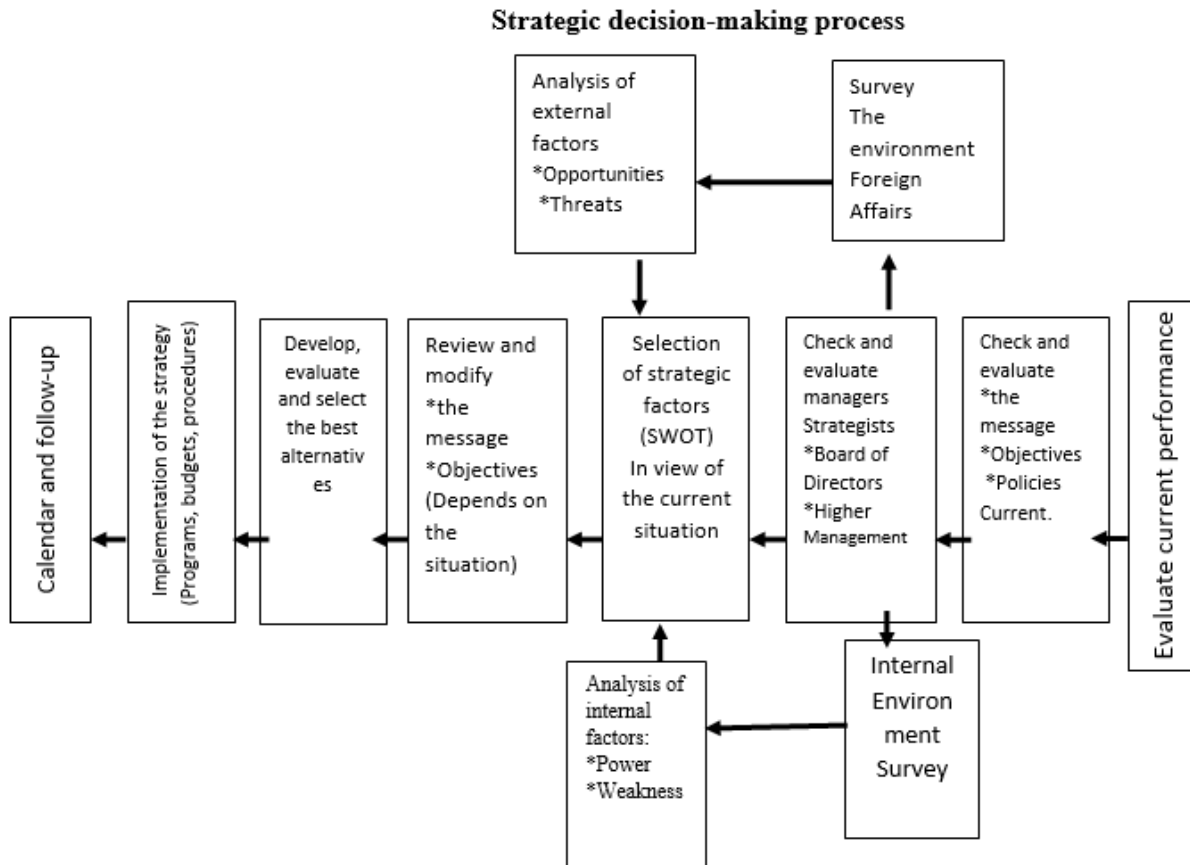
A) Define areas or areas of problems.

Review and amend the organization's mission and objectives as necessary.

**Sixth:** Finding, evaluating and selecting the best alternative strategy in the light of the analysis carried out in step V above.

**Seventh:** Implement the selected strategies through programs, budgets and procedures.

**Eighth:** Evaluate the strategies implemented through the feedback systems, and control the activities to ensure the minimum possible errors and deviations, and work to avoid them in a timely manner. The following figure illustrates the strategic decision-making process that is effectively and successfully applied in many US companies (Wheelen and Hunger, 2004, p: 21).



Modern organizations are keen to have an effective board of directors, because their absence will lead to the administrative process being largely disrupted, to the management's focus on immediate matters and to the path of weak paths that run counter to its core mission. The active board is more capable of defining the organization's purpose, mission, objectives, strategy and policy. The senior management is the technical authority responsible for the overall functions of the organization and its strategic managers must have a comprehensive view of the organization as a whole rather than a specific part of it. The senior management must have a long-term view, anticipate and plan for the future and set goals, strategies and policies that help the organization. In the face of this successful future, good interaction

between the Board of Directors and the senior management of the Organization is usually an integrated model of strategic management. (Salem / 2005, pp. 63-66).